



**BORDER CONTROL MANAGEMENT SYSTEM  
REQUEST FOR PROPOSAL  
RFP MHA/DOI/2017/01  
FOR  
THE GOVERNMENT OF BERMUDA  
MINISTRY OF HOME AFFAIRS  
DEPARTMENT OF IMMIGRATION**



**MAY 15, 2017**



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## **Part 1 INTRODUCTION**

### **1.1. Invitation to Bidders**

This Request for Proposals (“RFP”) is an invitation by the Department of Immigration (hereafter known as “Department”) to prospective bidders to submit proposals for the provision of a Border Control Management System (BMS) for use by the Department of Immigration. The BMS will be used to process arriving and departing passengers in accordance with accompanying documents as further described in the Statement of Requirements Appendix A and the Statement of Requirements Checklist Appendix A1 - Deliverables (the “Deliverables”).

The Department of Immigration (DOI) is seeking to replace its Border Control Management System (BMS) with a new system. This system is just one application in a group of applications which will form the basis for the Integrated Immigration System. The system will be browser based and the most efficient and cost effective solution possible, with the application and data being hosted in Bermuda.

The project will be divided into phases, the initial phase will be to replace the existing BMS with a new BMS that will meet the current needs of the Department of Immigration over the next two and a half years. Subsequent phases of this project will address the capabilities that the BMS must have to function within the new Bermuda airport, scheduled to be operational in June 2020. Future versions of the BMS must have the ability to have self-service kiosks that will use biometrics to process arriving passengers. The expectation will be to have the subsequent phases of the new BMS operational by the end of 2019 so that the necessary training and testing can occur prior to the opening of the new airport facility. It will be essential that the initial phase of this project position the BMS to be enhanced to provide the features required in 2020.

### **1.2. Introduction to Department of Immigration (“Department”)**

The Department of Immigration is part of the Ministry of Home Affairs, The Department of Immigration is committed to serve travelers and to conserve and protect Bermuda for the benefit of its people: residents and visitors. In pursuit of our mission, we will work as a team and exercise sound judgment in the performance of our duties to ensure that we respond to the needs of our customers in an efficient, effective, and timely manner in accordance with the laws of the land, the policies of the Ministry, and the procedures of the Department. Department of Immigration acts sympathetically, courteously, and impartially to accomplish our mandate.

#### **Functional Overview – Appendix B Design Document for the Border Management System (BMS)**

##### **Stakeholders**

Within the Department of Immigration, the major stakeholders include the Chief Immigration Officer, Assistant Chief Immigration Officer, the Corporate Services Manager, Personal Services Manager, Compliance Manager and the Manager of Finance and Administration Division.

The Department’s authority is derived from the Bermuda Immigration and Protection Act 1956 (together with its related policies, rules and regulations) which replaced the earlier Act. The Department also administers the British Nationality Act; the Accord between the Governments of Bermuda and Portugal; and the Diplomatic Service Procedures.



Under the direction of the Chief Immigration Officer, the Department is comprised of 45 employees, who have been assigned to three (3) core operating divisions, which include the Corporate Services Division, the Personal Services Division, and the Compliance Division, together with the Finance & Administration Division.

### **Core Divisions**

The Corporate Services Division – This division is responsible for processing the wide range of work permits (including related landing permits) and Good Corporate Citizen applications. The Corporate Services Manager, Industry Relationship Officers and Customer Service Representatives liaise directly with employers and work in conjunction with the Board of Immigration to make recommendations for each application. At this time, although the staff report through the Department of Immigration hierarchy, the responsibility for work permits resides with the Ministry of Economy, Trade, and Industry.

**The Personal Services Division** – This division liaises directly with the individual customer. The Customer Service Representatives in our reception area are available to answer all individual enquiries. The Personal Services Manager and Client Services Officers are responsible for the following areas: travel documents; the acquisition of Bermudian Status; Naturalization as a British Overseas Territories Citizen; Permanent Resident's applications; issuance of related certificates; licenses to purchase land; permission to reside; permission to seek employment; permission to attend school; letters for spouses of Bermudians; landing permits; and airline ticket validations.

**The Compliance Division** – This division is overseen by the Compliance Manager who, together with the Principal Compliance Officers and Inspectors, is responsible for the inspection and investigation of potential breaches of Immigration law, regulations and policy. They conduct compliance audits; enforce work permit conditions/restrictions; and maintain control over Bermuda's border. Staff members in the division are assigned to both Immigration headquarters and the L.F. Wade International Airport.

### **Support Division**

The Finance and Administration Division – This division is overseen by the Manager, Finance and Administration who, together with the Administrative Assistant, Processing Clerk/Cashier, and the Records Management Clerk, is responsible for Department's accounts, budget, financial records/reporting, annual budget preparation, administrative support services and personnel administration functions.

## **1.3 Project Overview and Objectives**

The Bermuda Department of Immigration is considering the implementation of new systems to support the operations of the Department. The Bermuda Government wishes to replace its immigration entry processing systems, to speed up entry to and exit from Bermuda for both residents and visitors. The BMS is used to provide a more detailed view of an individual's history of arrivals and departures at the Bermuda airport.

Currently, these applications fail to meet the needs of the Department of Immigration. In accordance with the Statement of Requirements as noted in **Appendix A and A1**;

The new BMS will be required to operate within Bermuda's new airport terminal which is expected to be operational in June of 2020. A requirement for the new airport terminal will be to allow for passengers to self-serve themselves upon arrival so this capability must be available within the BMS.



## Purpose

It is recognized that there are three major components required to support the needs of the Government of Bermuda and the needs of the stakeholders. These components are Applications Processing and Permits, Border Control, and Customer Relationship Management (CRM). Application Processing covers submission and processing of applications for the Corporate Services Section (primarily Work Permit-related) and the Personal Services Sections (Travel Documents, Land, Status, Naturalization and Long Term Residents) within DOI. Border Control addresses entry and exit of residents and visitors. CRM addresses investigations and statistical reporting from data collected in all Department of Immigration software applications.

This document describes the requirements of the proposed Border Control component of the proposed Integrated Immigration Solution.

## Goals and Benefits

The objective of the Border Control component of the new Immigration System is to:

1. Process visitors and residents at both the airport and on cruise vessels in a more expeditious and accurate manner. Currently there are approximately 575,000 visitors to Bermuda each year.
2. Provide access to information about individuals who do not have a valid or legal reason to be on the island
3. Improved customer service, higher confidence in the safety of Bermuda, and cost savings are expected results of the new system
4. Ability to automate the processing of individuals through the arrival process including self service kiosks

### 1.4 Department contact

For the purposes of this procurement process, the “**Department Contact**” shall be:

Dr. Danette Ming  
Chief Immigration Officer  
Ministry of Home Affairs, Department of Immigration

### 1.5 Timetable of Events

The following table outlines the schedule associated with this procurement.

1. The schedule provided is for information only. The Government does not guarantee that the dates referred to this section above will be respected as they may depend on variable factors beyond the control of the Government. Therefore, the timing and sequence of event may vary and the Government will ultimately determine the sequence of event.
2. Should the Government, at its discretion, decide to extend the submission deadline, it shall promptly communicate its intentions by issuing an extension to all bidders before the submission deadline, by issuing an addendum.



**Table of events**

<b>Actions</b>	<b>Dates and Times</b>
<b>Issuing of the RFP documents</b> <i>(Published on <a href="https://www.gov.bm/procurement-notice">https://www.gov.bm/procurement-notice</a>)</i>	May 17, 2017
<b>Deadline for Clarifications and Questions from bidders.</b>  <i>Requests must be made in writing and transmitted by e-mailing <a href="mailto:doirfp2017@gov.bm">doirfp2017@gov.bm</a></i>	May 26, 2017 at 10:00 a.m. ADT
<b>Posting of the responses to bidders questions and/ or Government Addenda</b> will be published on <a href="https://www.gov.bm/procurement-notice">https://www.gov.bm/procurement-notice</a>	June 2, 2017
<b>Submission Deadline (Closing)</b> <i>Late proposals will not be considered</i>	June 16, 2017 3:00 P.M. ADT
<b>Step 1 Review and Evaluation (Shortlisting bidders)</b>	June 30, 2017
<b>Step 2 Oral Presentations for proof of concept Oral Presentation(s) bidder(s) finalist(s).</b>	The exact times and dates slots will be communicated to finalist(s) in due time
<b>Step 3 Complete Selection and Evaluation Process</b>	July 31, 2017
<b>Award of Contract(s)</b>	<b>TBD</b>

**1.3. Public Access to Information**

Any information collected or used by or on behalf of the Government of Bermuda under this solicitation document is subject to the Public Access to Information Act 2010 (“Act”). The information belongs to a class of information that might be made available to the general public unless it is contained in a record that is exempt from disclosure under the Act. Any questions regarding the collection, use, or disclosure of the information should be directed to the public authority that issued this solicitation document.

**1.4. Sustainable Procurement**

The Government is committed to sustainable solutions whereby both the environmental and socially responsible practices are incorporated into our procurement practices, and impacts the products and services we procure. This is achieved through pre-determined evaluation criteria that take into consideration the social enterprise of providing opportunities for Bermudan owned small business, apprenticeship and training opportunities, and a variety of environmental considerations. We ask that you take this under consider when bidding on Government Contracts.

**1.5. Mandatory (or Voluntary) Pre-Proposal Meeting and Site Tour**



**A site visit is optional**, at the bidder's own responsibility and risk, the bidders are encouraged to visit and examine the site and its surroundings to obtain all information that may be necessary for preparing the proposal. The costs of visiting the site shall be at the bidder's own expense.

## Part 2 INSTRUCTIONS TO BIDDERS

These are the conditions that will govern this procurement process.

### 2.1 Submission Deadline (Closing Date)

- 2.1.1 The proposal submission must be delivered no later than **3:00 P.M., June 16, 2017 P.M. ADT**
- 2.1.2 All submissions become the property of the Government of Bermuda and will not be returned. All conditions contained in the solicitation documents are considered accepted by the bidder in any information submitted
- 2.1.3 Late proposals "WILL NOT BE CONSIDERED". The deadline is absolute and proposals received after the due date and time shall be rejected. Bidders must select a method of delivery that ensures their proposal will be delivered to the correct location by the due date and time.
- 2.1.4 Proposals received after the stated deadline will be considered as 'NO BID' and 'VOID'.
- 2.1.5 One electronic copy of the proposal in PDF format. The documents must be uploaded to **Drop Box**; <https://www.dropbox.com/request/1csUL88xI2lw4q72VlgF>. It is the Bidder's responsibility to allow enough time for electronic transmission and delivery.

### 2.2 Eligible and Desirable Qualifications of Bidders

This opportunity is open to bidders who meet the additional terms and conditions described herein:

- 2.2.1 A professional team and necessary equipment capable of performing the services and technical supervision for all activities on the site;
- 2.2.2 List any of the relevant independent reports analyst reports and ranking validating your solutions within the software market (e.g. Gartner Magic Quadrant, Forrester Ware etc.), describe what generally, differentiates you from your key competitors. Describe your market share in the Border Control management market;
- 2.2.3 **Proposed Project Staff Experience and Resumes**, The Bidder must provide detailed information about the experience and qualifications of the Bidder's assigned staff considered key to the success of this project. Résumés should be included for each staff member to be assigned to this project;
- 2.2.4 **Bidder Experience and Customer References**, Bidders shall provide a list of at least three references where similar goods and/or services have been provided. Bidders should provide examples of completed designs in which they have used this methodology.
- 2.2.5 The Bidder should provide a description of at least three projects it has recently performed that are similar to the project described herein as evidence, in part, of the Bidder's ability to meet deadlines with the delivery of an acceptable product. Each project description should include information on:



- 2.2.5.1 Contact names, addresses, phone numbers, project name and/or solution name for each listed customer reference.
- 2.2.5.2 Customer type: specify city, county, state, university, corporation, etc.
- 2.2.5.3 Project size: specify the number and size of source systems, end-users, etc.
- 2.2.5.4 Project dates: Indicate the start and end date of the project. If the project is not completed, provide the expected end date
- 2.2.5.5 Scope of work performed: Explain the project and work performed by your company
- 2.2.5.6 Outcome of project
- 2.2.5.7 Project cost
- 2.2.5.8 Staff assigned to engagement that are proposed to work on this project, including their roles and responsibilities
- 2.2.5.9 Application types: Indicate the application types (data warehouse, web intelligence, etc.) and the application software used
- 2.2.5.10 Technical environment: Provide description of the technical environment relevance:
- 2.2.6 Briefly define the relevance of the described project to this project
- 2.2.7 The Bidder and the Bidder's subcontractors must meet certain requirements, specified herein, in order to be considered as eligible Bidders for the project.
- 2.2.8 Bidders, sub-contractors and contracting teams, which fail to meet the requirements specified herein, will not qualify for this project, and their Bid will not be accepted.
- 2.2.9 Proposal submitted by a Bidder with subcontractors shall comply with the following requirements. The Bidder shall note the names of proposed subcontractors in their Proposal submission. The proposal and any Contract pursuant hereto shall be signed by the Bidder only; and The Bidder shall be liable, solely, for the execution of the Contract in accordance with the Contract terms.
- 2.2.10 Proposals submitted by a joint venture of two or more firms as partners shall comply with the following requirements:
  - 2.2.10.1 The Proposal and any contract pursuant hereto shall be signed so as to be legally binding on all partners;
  - 2.2.10.2 The joint venture shall identify the partner or person(s) who shall be authorised to incur legally binding obligations on behalf of the joint venture. Such authorisation shall be evidenced by a fully executed Power of Attorney, joint venture agreement, resolution of the joint venture or such other documentation as the Government may determine to be acceptable, in its sole discretion;
  - 2.2.10.3 All partners of the joint venture shall agree to be held jointly and severally liable for the execution of the Contract in accordance with the Contract terms; and
  - 2.2.10.4 A copy of the Agreement entered into by the joint venture partners shall be submitted with the Proposal.

### **2.3 Certificate of Confirmation of Non-Collusion**

The Certificate of Confirmation of Non-Collusion is a mandatory requirement for all bidders. Any forms of proposal or agreement submitted which do not include a signed copy of this Certificate will be wholly rejected and will not be included in the evaluation process. If it is later found that the undertakings made below have been breached at any stage of the process, the bidder will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the bidder and/or any party involved in the matter.





False submissions may also exclude the bidder, and any other person or company involved in collusion, from involvement in future contracts with the Government of Bermuda.

#### **2.4 Cost of Preparation of Bidder's Proposals**

The Bidder shall bear all costs associated with the preparation and submission of his Proposal and the Government will in no case be responsible or liable for these costs, regardless of the outcome of the bidding process.

#### **2.5 Site Inspections**

- 2.5.1 Prior to the Proposal submission deadline, the Bidder has the option to visit and inspect the site and surrounding areas where the Service is to be performed.
- 2.5.2 Bidders will be granted permission by the Government, upon application, to enter upon the site of the service for the purpose of inspection, but only upon the express condition
- 2.5.3 That such person will release and indemnify the Government from and against all liability in respect of personal injury, loss of or damage to property and any other loss.
- 2.5.4 Bidders shall make their own assessment of existing facilities, conditions and difficulties which will attend the execution of the service called for by the proposed contract; including local conditions, constraints due to maintenance of traffic, labour conditions,
- 2.5.5 Uncertainty of weather, difficulties with access, and all other reasonable contingencies. Bidders shall satisfy themselves by personal examination of the site of the proposed
- 2.5.6 Service and by such other means as they choose as to the actual conditions and requirements, and as to the quantities required.
- 2.5.7 The Bidder shall make and will be deemed to have made the fullest inquiries in Bermuda as to the availability of skilled and unskilled labour which he may require in the execution of the Contract and shall employ, to the extent practicable and reasonable, staff and labour from sources within Bermuda.
- 2.5.8 No subsequent claim will be allowed or considered for any work that may be required for the proper execution and completion of the Services, due to failure by the Bidder to examine the site and make proper allowances for the conditions to be encountered.

### **SOLICITATION DOCUMENTS**

#### **2.6 Content of the Solicitation Documents**

**Examination of Request for Proposals document, The Bidder is expected to examine all** corresponding instructions, conditions, forms, terms, specifications and drawings in the documents. Failure to comply with these documents will be at the Bidder's risk and may affect the evaluation of the proposal.

**The Solicitation documents** are those stated below and should be read in conjunction with any Addenda thereto issued.

1. Letter of Invitation
2. Instructions to Bidders
3. Statement of Requirements Appendix A and A1
4. Certificate of Confirmation of Non-Collusion - Appendix C
5. Evaluation Matrix Appendix D

#### **2.7 Clarification of Solicitation Documents**



Prospective Bidders requiring any clarification of the solicitation documents may contact the department appointed contact in writing by emailing **doirfp2017@gov.bm**. Bidders should not rely on communication with any other person(s) with regard to this process and should use the appointed department contact only.

It is the responsibility of the Bidder to request any clarification or additional information arising from analysis of the RFP, and

1. Shall report any errors, omissions, or ambiguities; and
2. May direct questions or seek additional information in writing.

The Government will respond in writing by email to any request for clarification which they receive by May 26, 2017.

Submissions of written queries shall be sent to the Government at the following address:  
Email: [doirfp2017@gov.bm](mailto:doirfp2017@gov.bm)

Written copies of the Government's response, where necessary (including a description of the inquiry, but without identifying its source), will be sent to all prospective bidders who have provided contact details and posted on <https://www.gov.bm/procurement-notice>.

## **2.8 Amendment of Solicitation Documents**

1. At any time prior to the submission deadline of the RFP, The Government may for any reason, whether at its own initiative or in response to a clarification request by a prospective bidder, may modify, amend or revise any provision of this RFP or issue addendum at any time. Any such modification or amendment, revision or addenda will be in writing and posted on <https://www.gov.bm/procurement-notice>.
2. In order to afford prospective bidders reasonable time in which to take an Addendum into account in preparing their proposals, the Government may, in its sole discretion, extend the deadline for the submission of proposals in accordance with Clause 2.22.

## **PREPARATION OF PROPOSAL**

### **2.9 Language of the Proposal**

The Proposal prepared by the Bidder and all correspondence and documents relating to the Proposal shall be written in the English language.

### **2.10 Documents Comprising the Proposal**

The following outline should be followed when responding to the RFP, as a minimum. Emphasis should be on accuracy, completeness, creativity of technical solution, and clarity of content. All parts, pages, figures, and tables must be numbered and clearly labeled. Any restrictions on the use of proprietary information and data contained within a proposal must be clearly stated in the proposal itself. Proprietary information submitted in response to this RFP will be handled in accordance with applicable laws, rules, and regulations.

### **2.11 Letter of Submission**



Include a transmittal letter identifying the prospective contractor's firm and the proposal package being submitted. Include other important general information that is deemed significant enough to be highlighted. The letter shall provide the name, title, address, telephone number and fax number of the individual authorized to contractually bind the firm and be signed by the authorized individual.

Each proposal must be accompanied by a Letter of Submission.

The letter must:

1. Identify the submitting Bidder.
2. Include a statement indicating which Bidder, if multiple Bidders are proposing jointly, intends to act as primary Bidder for proposal evaluation questions and the delivery and maintenance of all post-proposal correspondence.
3. Include a brief statement of the Bidder understands of the work to be done and a summary of the proposed features of the service solution.
4. Identify the name, title, address, telephone number, fax number, and email address of each person authorized by the Bidder to contractually obligate the Bidder.
5. Identify the name, title, address, telephone number, fax number, and email address of each person to be contacted for technical and contractual clarifications throughout the evaluation period.
6. Include a statement that the person signing the transmittal letter is authorized to legally bind the Bidder.
7. Be signed by the person(s) authorized to contractually obligate the organization.
8. Acknowledge receipt of amendments to this RFP, if any
9. Include a statement that the proposal and the price contained therein shall be binding upon the Bidder in all respects for a period of one hundred and eighty (180) calendar days from submission.

## **2.12 Bidder's Submission Requirements**

- 2.12.1. In order to expedite the evaluation process, each proposal shall be organized in accordance with this section. Proposals that do not follow the specified format outlined below, or fail to provide the required documentation, may receive lower scores. In the event of any conflict between any of the proposal documents, resolution thereof shall be at the Government sole discretion. Proposals shall include the following information in the format indicated:
- 2.12.2. This document sets out the scope of the proposed system that should be addressed in the Bidder's response to this RFP. Submissions should be clearly marked "Department of Immigration Border Control System - Response to **RFP MHA/DOI/2017/01**" and include the information indicated.
- 2.12.3. The RFP document will serve as a guide to the Bidder, but it is not intended to limit the response to those items mentioned in the document. If you have additional information you wish to submit, include it as highlighted text or as an appendix to the response and identify as such. Neither is it intended that one Bidder necessarily supply all the required systems or features. This request outlines a framework. Proposed solutions will be evaluated in their capacity to support that framework.
- 2.12.4. Printed white papers and operating documents are acceptable as supplemental documentation.



- 2.12.5. Please provide as much information within your response as possible. Your system or solution will be reviewed based upon the information contained within your response. We would like to gather accurate development, deployment and support costs as a means of providing initial cost assessments
- 2.12.6. You may provide any supporting materials you feel are relevant to your solutions/product to include:

### **Table of Contents**

Each proposal shall be submitted with a table of contents that clearly identifies and denotes the location of each section of the proposal. Additionally, the table of contents should clearly identify and denote the location of all enclosures and attachments to the proposal.

### **Executive Summary**

Each proposal shall include an introduction to the Bidder's company and an overview of the Bidder's response. The executive summary should include an outline of services offered by the company, a company history, the number of current employees with the company, and any other information about the Bidder that may help the Government better understand the company's capabilities.

### **Bidder Contact**

Each Bidder shall designate one person that shall serve as contact for all matters pertaining to its proposal. The name and telephone number of the Bidder Contact must be prominently displayed in the letter and the proposal itself.

### **Company Background and Profile, (including Copy of Certificate of Incorporation)**

The company section should include literature about your company, products and services. Include information about software and hardware as deemed appropriate with emphasis on features which address the minimum business requirements below. The documentation section should describe all documentation included with the system except for manuals, only include table of contents pages. References provided should relate to clients provided immigration services. The implementation section should include a sample implementation plan and training schedule and/or approach.

Bidders should provide answers to the following:

1. How long has your company been in existence
2. Does your company owe outstanding taxes to the Bermuda Government?
3. Does your company have any pending litigations?
4. How many clients your company currently service?
5. Does your company have experience working with Government entities?
6. Describe your company's proposed Service Level Agreement
7. Describe the process for providing status information and problem resolution timeframes
8. Describe your company's proposed service level agreement structure
9. How the software meets the Functional and Technical Requirements

### **References**



1. Provide information in relation to three (3) customers who have implemented a solution similar, include company name, locations, and inception date and solution specifics. How many organizations have implemented your solution overall?
2. What percentage of your customers is still running your solution with active maintenance and support contracts (e.g. Lifetime customer retention)?
3. Provide the name of the oldest, active customer of your solutions
4. How many organization have implemented your solution nit he past fiscal year?
5. How many customers were added in the past three years?
6. Describe the industry you service
7. Would you be willing to host our organization for a site visit at your corporate headquarters?

**Software Architecture and Technology Approach  
Hardware Required**

**Documentation & Support**

**Implementation Issues**

**Training Provided**

**Duly completed Certificate of Confirmation of Non-Collusion form**

**Project Approach and Schedule**

1. Provide a schedule of planned work activities, including milestones
2. Indicate proposed commencement date and time for completion.

**Sample Contract**

Provide a copy of your standard contract for the provision of this type of services.

**Other Materials**

Any other materials required to be completed and submitted in accordance with the Instructions to Bidders embodied in the solicitation document

**Appendices**

Contain any additional information /supporting information

**Proposal Exceptions**

Exceptions that a Bidder may have to any of the requirements found in this solicitation documents must be fully explained and outlined in the Bidder's submitted response in a separate section under the heading "Proposal Exceptions".

**Assumptions**

The Bidder shall list any assumptions made in formulating their proposal in a separate section under the heading "Assumptions". Any questions about the statement of requirement or service to



be provided should be addressed during the Bidder question period ending May 19, 2017 through the contact doirfp2017@gov.bm prior to submitting a proposal response.

### **Additional Information**

Additional information not specifically required as a part of our requirement may be provided in a separate section under the heading "Additional Information".

### **Work Plan**

In this section, you should propose:

1. The main activities of the assignment, their content and duration phasing and interrelations of the main activities milestones - including interim approvals by the Client and delivery dates of the documentation
2. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the scope of work and ability to translate them into a feasible working plan.
3. A list of the final documents, including technical reports, drawings, and tables to be delivered as the final output, should be included here.
4. The work plan should be consistent with the Work Schedule.

### **Organization and Staffing**

In this section, you should propose the structure and composition of your team. Bidder should list the main disciplines of the assignment, the key expert responsible, and the tasks to be addressed by each team member and proposed technical and support staff. Please provide CVs for the key staff positions you are proposing for this project.

### **Agreement to Statement of Requirement**

By submitting a proposal, bidder agrees to the specifications (terms of reference) presented except as noted in bidder's Proposal Exceptions. The Contract between the Government and the successful Bidder will include and fully incorporate the successful Bidder's proposal.

Each proposal must include a completed Financial Proposal with authorized signature. Pricing should include all recurring and non-recurring costs that the -Government will incur over the term of the Contract with the Bidder, including start-up costs, installation fees, telecommunication costs, labor, travel, overtime, supplies, shipping, fees, services and any other expense as may be required or necessary to successfully provide the needed services.

## **2.13 Proposal Prices**

### **2.13.1 Currencies**

The fixed rates shall be quoted in Bermuda dollars (BMD). Other currencies are available for payments and the exchange rate will be set to correspond with the date and time of submission closing.



## 2.13.2 Pricing

- 2.13.2.1 Costs should be grouped into categories that, at a minimum, correspond to the stages or activities defined in the Bidder's description of the methodology they propose to use if awarded a contract through this Request for Proposals.
- 2.13.2.2 Bidders must complete the Pricing table located below. Pricing presented in a format different than this table will not be accepted.
- 2.13.2.3 Two types of costs should be addressed: Cost of Acquisition and Annual Cost of Ownership.
- 2.13.2.4 Cost of Acquisition - This refers to the total cost to develop and bring the new system online as well as provide the appropriate documentation required (see Requirements). The cost estimate should include, but may not be limited to, a breakdown of software, analysis/design and programming, training, project management and any other costs (expenses). A payment schedule must be included that contains milestones and the associated payment amount. The Bidder is asked to specify hardware requirements and any specialized hardware that may be required by the proposed solution. The hardware cost must be quoted and should be included in the Cost of Acquisition.
- 2.13.2.5 Annual Cost of Ownership - This should identify the annual recurring costs to operate the system. It should include, but may not be limited to a breakdown of software license fees and support contracts.
- 2.13.2.6 Bidders should supply all costs or fees, with sufficient narrative description to clearly identify the item or activity. The cost proposal must differentiate between one-time costs (such as for development) and ongoing costs (such as operations, maintenance and updates).
- 2.13.2.7 All Bidder staff activities must also provide an estimate of the number of staff hours required to complete the activity at the proposed cost level. Cost details must correspond to the Bidder's description of the proposed methodology to be used for their proposal.
- 2.13.2.8 Costs should include development, installation, operation and all other expenses pertaining to the system. Even if Bidders intend to submit a proposal for single flat cost, they must estimate the number of hours required to complete the appropriate Phase and calculate an hourly rate.
- 2.13.2.9 All costs for training must be included. The cost of training facilities and training personnel costs must be included in the Bidder's proposal. Include options to consider for training including Train the Trainer, Web based courses and tutorials and refresher training.
- 2.13.2.10 The Bidder price shall include all labor, materials, equipment, tools, and expenses necessary to perform the statement of requirements. Include overhead and profit in the rates and prices listed. The price shall include, indicate separately, the cost of any work permits, and taxes.
- 2.13.2.11 Include an estimated schedule for progress payments, if any.
- 2.13.2.12 All duties, taxes and other levies payable by the Bidder under the Contract, or for any other cause, as of the closing date for submission of Proposal, shall be included in the rates and prices and total Proposal.
- 2.13.2.13 If this solicitation is amended, all terms and conditions that are not amended remain unchanged unless stated otherwise in the solicitation documents, the Contract shall be for the specific works as detailed in the proposal, the statement of deliverables and based on the completion and submission of these documents.

Bidders must provide a pricing summary sheet with their Proposal - Please state the pricing (in numbers and figures)



## Pricing Table

<b>Total Cost of Acquisition</b>		<b>Total</b>
Item	Description/Details	Cost
Hardware		
Software		
Analysis/Design		
Development		
Vendor Project Management		
Training		
Training Materials		
Travel		
Expenses		
<b>Total</b>		
<b>Total Cost of Ownership</b>		<b>Total</b>
Item	Description/Details	Cost
Software License Fees		
Support Contract Fees		
Other Recurring Costs or Expenses		
Application Update fees		
Labor cost per hour for support		
Labor cost per hour for training		
Labor cost per hour for development		
Annual refresher training fees		
<b>Total Recurring Annual Cost</b>		

### 2.14 Special Pricing Requirements

- 2.14.1 The bidder shall provide hourly and monthly fixed rates for the Services where indicated in the Price List.
- 2.14.2 The bidder shall provide individual unit prices for maintenance and repair services as specified in the Price List.

### 2.15 Period of Validity of Proposals

- 2.15.1 All prices offered shall remain firm for one hundred and eighty (180) calendar days from the deadline for Proposals specified in Clause 2.1 unless the deadline is modified by an amendment to this solicitation as per clause 2.8. A Proposal valid for a shorter period may be rejected as non-responsive pursuant to these instructions to bidders.
- 2.15.2 In exceptional circumstances, prior to expiry of the original period of validity, the Government may request that the Proposal validity period be extended. The request and the responses thereto shall be made in writing by email. A Bidder may refuse the request and withdraw his Proposal. A Bidder agreeing to the request will not be required, nor permitted to modify his Proposal.

### 2.16 Safety and Health

All works must be carried out in strict accordance with the Bermuda Occupational Safety and Health Act, 1982, and the Occupational Safety and Health Regulations of 2009.





## **2.17 Alcohol, Smoke and Drug-Free Policy**

All Government buildings and work sites are designated as alcohol, smoke and drug-free.

## **2.18 Confidentiality Agreement**

The successful firm and key individuals may be required to sign a project confidentiality agreement limiting information that may be discussed outside the team due to national security.

## **SUBMISSION OF PROPOSAL**

### **2.19 Format and Signing of Proposal**

- 2.19.1 Proposals may be delivered via Dropbox to the Government.
- 2.19.2 All submissions must be in Microsoft Word (or pdf); and at least one signed electronic copy on in Word, .pdf or another common format.
- 2.19.3 Only one proposal may be submitted by each Bidder. No Bidder may participate in the Proposal of another for the same Contract in any relation whatsoever.

### **2.20 Sealing and Marking of Proposals**

1. Proposals can be submitted by electronic mail as noted below.
  - a. Bidders must submit at least one signed electronic copy of their proposal
  - b. Proposals submitted by electronic mail, in the subject line of the email must make reference to: PROPOSAL- "Border Control Management System"
  - c. Submitted to [doirfp2017@gov.bm](mailto:doirfp2017@gov.bm)
  - d. The time stamp for proposals submitted electronically will be that of the copy hosted on Dropbox. It is the bidder's responsibility to allow enough time for electronic transmission and delivery, especially in the case of large files.

### **2.21 Deadline for Submission of Proposals**

Any Proposal received by the Government after the deadline for submission of Proposals will not be accepted and will be rejected and considered as nonresponsive.

If no proposal is to be submitted, the document should not be returned to the Government unless so requested. Written advice should be sent to Government with reasons for not submitting a proposal and as to whether future invitations for this type of goods/services/works covered by this request are desired. Failure to comply with the above may result in removal of the name of such recipient from the list of similar types of works covered by this solicitation.

### **2.22 Extension of Deadline for Submission of Proposals**

The Government may, at its discretion, extend the deadline for submission of Proposal by issuing an amendment in which case all rights and obligations of the Government and the Bidders previously subject to the original deadline shall thereafter be subject to the new deadline as



extended.

Any proposal received by the Government after that deadline for submission of proposals will be rejected and returned unopened to the bidder.

### **2.23 Modifications and Withdrawal of Proposals**

1. The Bidder may modify or withdraw his proposal after submission provided that the modification or notice of withdrawal is received in writing by the Government prior to the deadline for submission.
2. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of Proposal validity.

### **2.24 Late Proposals “WILL NOT BE CONSIDERED”**

1. The deadline is absolute and Proposals received after the due date and time shall be rejected.
2. Bidders must select a method of delivery that ensures Proposals will be delivered to the correct location by the due date and time.
3. The time stamp for proposal submitted electronically will be that of the Information Technology Office (ITO) mail server. It is the Bidder's responsibility to allow enough time for electronic transmission and delivery, especially in the case of large files.

## **OPENING AND EVALUATION**

### **2.25 Opening**

1. The Proposal opening will not be held in public.
2. The Department representative will open and record the bidders' names and Proposal prices. No proposal shall be rejected at the proposal opening, except for the late proposals
3. Proposals for which an acceptable notice of withdrawal has been submitted pursuant to Clause shall not be opened nor considered further for evaluation, irrespective of the circumstances. Withdrawn proposals will be returned unopened to the bidders. The department will prepare minutes of the proposal opening for the project file and audit purposes.

### **2.26 Process to be Confidential**

1. Information relating to the examination, clarification, evaluation and comparison of Proposals and recommendations concerning any award of contract shall not be disclosed to Bidders or other persons not officially concerned with such process until a decision is made.
2. Any efforts by a Bidder to influence the Government in the process of examination, clarification, evaluation and comparison of Proposals, and in decisions concerning any award of Contract, shall result in the rejection of the proposal.
3. All submissions shall be regarded as containing proprietary information and shall remain confidential from the public. However, details regarding the final contract award (name of



recipient and price) may be publicly announced.

## **2.27 Preliminary Examination of Proposals – Determination of Responsiveness**

1. Prior to the detailed evaluation, the Government will determine whether each Proposal is substantially responsive to the requirement of the Request for Proposals.
2. The Government will examine the proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the proposals are generally in order.
3. The Government may reject any proposal or all proposals at this stage.
4. For the purpose of this clause, a substantially responsive Proposal is one which conforms to all the terms, conditions and specifications of the proposal documents without material deviation or reservation.
5. A material deviation or reservation is one which affects or could affect, in any substantial way, the scope, quality, or performance of the Services or which limits, in any substantial way, the Government's rights or the Bidder's obligations under the Contract and rectification of which deviation or reservation would affect unfairly the competitive position of other Bidders presenting substantially responsive proposals.
6. A Proposal determined as not substantially responsive will be rejected by the Government.
7. The Evaluation and Selection Committee composed of representatives of Government will evaluate all Proposals that have passed the preliminary examination stage. Evaluation will be based on the pre-determined quantitative and qualitative criteria.

## **2.28 Correction of Computational Errors**

Arithmetical errors will be rectified on the following basis:

1. Where there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its Proposal will be rejected.
2. Where there is a discrepancy between the amounts in figures and in words, the amounts in words will govern; and
3. Where there is a discrepancy between the individual lump sums and the total amounts derived from the sum of the individual lump sum, the individual lump sum as quoted will govern, and the total amount will be corrected.

## **2.29 Clarification of Proposals**

To assist in the examination, evaluation and comparison of proposals, the Government may at its discretions ask Bidder for clarification of its proposal. The request for clarification and the response shall be in writing and no change in price or the substance of the proposal shall be sought, offered or permitted, except as required to confirm the correction of arithmetic errors discovered by the Government during the evaluation of the proposals in accordance with Clause.



The Government may revisit and re-evaluate the bidder's Proposal or ranking on the basis of such information.

## **2.30 Evaluation Process**

- 2.30.1 Each Proposal will be reviewed by an evaluation committee to determine if it meets the Proposal requirements. Failure to meet the requirements for the Request for Proposals may be cause for rejection of the Proposal.
- 2.30.2 The final selection of a bidder will be determined following the review of all Proposals, the Technical and Financial proposals, and the formal oral presentations. The Proposal price alone will not be the sole determining factor in be selection of the bidder for this work. The Government will consider the Proposal prices for all Proposal items identified herein, together with the Bidder's qualifications, references, and understanding of the scope of work to form the basis for its decision on who will be selected. The Government reserves the right to reject any or all Proposals and to determine which Proposal is, in the Government's judgment, the most responsive and provides the best value for money option.
- 2.30.3 The evaluation committee may, at its sole option, ask for interviews or oral presentations by any bidder(s) participating in this process (creation of a short list). Attendance at any such interview will be at the bidder's expense.

### **Phases of the Proposal Evaluation**

The Government will conduct the evaluation of proposal in the following phases. Proposals will be evaluated to determine the best value offered to the Government.

#### **Phase 1 - Proposal Responsiveness - Pass/Fail**

Required documentation: Proposals will be reviewed to determine if all required documentation was included with Proposal submittal as described in this solicitation document.

Each Proposal will be reviewed by an evaluation committee to determine if it meets the Request for Proposals (RFP) mandatory requirements. Failure to meet the requirements may be cause for rejection of the Proposal.

#### **Phase 2 – Technical Evaluation**

The submissions will be evaluated according to the Evaluation/Weighting Criteria below.

The evaluation committee may seek written clarification from any or all prospective bidders in order to better understand and evaluate the responses.

#### **Phase 3 - Presentations/Oral Interviews**

Responses determined to have scored in the competitive range may be invited to present oral presentations for the purpose of introducing key members of the evaluation team, and allowing the Government to fully understand the prospective Bidder's ability to meet the evaluation criteria. Oral presentations will not be scored separately. Instead



the Government may modify scores and resulting rankings based on the oral presentation.

The service manager identified in the proposal must be the lead presenter in the oral presentation. This process may not be used as an opportunity to submit missing documentation or to make substantive revisions to the original Proposal. Live demonstration of hardware and software (Bidder may submit a link and/or a DVD of the operations demonstrating full functionality as part of the oral presentation. The oral presentation should not be longer than one (1) hour.

The DOI may also consider viewing a proof of concept presentation at the vendors headquarters to gain a better understanding of the proposed applications capabilities and ability to meet the needs of the DOI.

#### **Phase 4 - Financial Evaluation**

After the technical and oral presentations, the financial offers will be evaluated last.

#### **Evaluation weighted scoring**

Proposals will be evaluated and scored in accordance with the Evaluation Matrix in Appendix D.

The following criteria will be utilized when evaluating your response to the RFP. This is not to be considered an inclusive list.

#### **Experience and Capacity 50%**

- a) Organization's Experiences
  - Understanding of the project and tasks to be performed, etc.;
  - Reasonableness of Work schedule
- b) Customer References and Previous performance
  - Recent experience of staff assigned to the project and description of the tasks to be performed by each staff person, and
  - Professional Qualifications and education; and
  - Workload, staff availability and accessibility
- c) Experience of Firm and sub-contractors
  - Expertise of the firm and sub-contractors in the field necessary to complete the tasks; and
  - Quality of recently completed projects, including adherence to schedule, deadlines and budgets; and
  - Confirmed experience with similar projects; and
  - Results of reference checks
- d) Support Methodology
- e) Response to Functional requirements
- f) Response to Technical requirements
- g) Implementation Complexity



**Financial 30%**

Reasonableness of financial and fee proposal and realism of the cost in comparison to the relative benefits, efficiencies or risks that the Statement of Requirements and scope of services may contain.

**Social, Economic and Environmental 20%**

**Cumulative Score**

At the conclusion of Phase 4, all the scores for the prior phases will be added and the highest-ranking bidder will be recommended from contract award.

**Site Visits**

The prospective contractor must be willing to perform a proof of concept of their proposal.

After opening of proposals and prior to award, the Government of Bermuda reserves the right to make a pre-award site visit to any or all Bidder's to be used in the performance of work under this solicitation.

**AWARD OF CONTRACT**

**2.31 Award Criteria**

- 2.31.1 The Government will award the contract to the highest ranked bid.
- 2.31.2 The Bidder's proposal that has been determined to be substantially responsive to, the solicitation documents and who, in the opinion of the Government, has offered the best overall submission, taking into consideration the price, the contractor's capability and available resources to carry out the contract effectively and the bidder's schedule. This may not be the lowest priced Proposal received.
- 2.31.3 The Government does not bind itself to accept the lowest or any Proposal and reserves the right to reject any Proposal and, and to annul the tendering process and reject all Proposals, at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders, or being under any obligation to inform the affected bidder or bidders of the grounds for the Government's action.
- 2.31.4 Prior to expiration of the period of the Proposal validity, the Government shall award a single) to the qualified bidder with the highest total score based on the evaluation method stated within the instructions to bidders
- 2.31.5 The Government may declare the bidding process void when it is evident that there is a lack of competition or there has been collusion
- 2.31.6 All Proposals may be rejected if substantially higher than the budget.

**2.32 References**

Before awarding any contract, the Government reserves the right to require the Bidder to submit such evidence of qualifications as it may deem appropriate. This evidence may be concerning financial, technical and other qualifications as well as the relevant experience and skills of the



Bidder. At least three written references from product end users are required prior to the offer being made.

### **2.33 Negotiation**

The Government reserves the right to enter into **Best and Final Offer (BAFO) negotiations** with the successful short listed Bidder(s) after the presentations. The Government may enter into discussions and/or negotiations on similar or other terms or offer any modified terms with any short-listed finalist (s) prior to entering into a binding contract. The -Government shall incur no liability to any Bidder as a result of these discussions, negotiations or modifications.

### **2.34 Notification of Award**

1. The Government will notify the successful bidder by email and/or registered letter that its proposal has been accepted. This letter (hereinafter and in the Conditions of Contract called "Letter of Acceptance") shall name the sum which the Government will pay to the Contractor in consideration of the execution and completion of the Works by the Contractor as prescribed by the Contract (hereinafter and in the Conditions of Contract called "the Contract Amount").
2. The successful proposal together with the Letter of Acceptance will constitute the formation of a binding contract unless and until a formal agreement is executed.
3. The Contract may only be accepted by the Contractor signing and returning the acknowledgment copy of the contract. Such acceptance shall affect a contract between the parties under which the rights and obligation of the parties shall be governed solely by the terms and condition of this contract.
4. The Government will promptly notify the unsuccessful bidders in writing.
5. Registrations should be concurrent with the commencement of business activities and the consultant will be provided with instruction to complete the relevant returns. The Government will advise the contractor of the requirement to register whether they are Bermuda Resident or not.
6. The contractor is required to register with the following:
  1. Tax commissioner as required by payroll tax Act 1995
  2. Social insurance as required by the contributory pension Act 1970
  3. Consultants are responsible for their own health insurance

### **2.35 Signing of the Contract**

At the same time that the successful bidder is notified that his proposal has been accepted, the Government will arrange for the contract signing; or

Within thirty (30) calendar days of receipt of the Contract, the Successful bidder shall sign, date and return it to the Government.



### **2.36 Proof of Insurance**

1. The successful bidder shall furnish the Government with certificates showing the type, amount, class of operations covered, effective dates, and date of expiration of policies as may be expected.
2. Such certificates shall also contain substantially the following statement: The insurance covered by this certificate will not be cancelled or materially altered, except after thirty (30) days written notice has been received by the Government. (Endorsements to the Policy that name the Government as an Additional insured and establishment of cancellation notice are required).

### **2.37 Payment**

1. Time of Payment: unless otherwise indicated in the special terms and conditions of the contract. Government will normally effect payment within 30 days after receipt of a commercial invoice, certification of site work (if applicable) or other supporting documents.
2. It is not the normal policy of Government to approve advance payments, unless specifically stated in the payment terms and prior approval is granted by its senior management.
3. Currency of payment; Payment will be made in the currency in which the contract is issued.

### **2.38 Complaints**

If at any time during the Procurement process, a bidder considers that it has been unfairly treated, the Bidder must first notify **doirfp2017@gov.bm** in writing. If the matter is not resolved, the bidder may then contact the nominated procurement complaints officer below, and request in writing for the issue to be dealt with by OPMP.

Director of Office of Project Management and Procurement  
Email: [procurement@gov.bm](mailto:procurement@gov.bm)

**END OF INSTRUCTIONS TO BIDDERS**





## **Appendix A Statement of Requirements**

### **1 Project Plan and Methodology**

As part of the proposal, bidder must describe the project methodology they will use for the system design and project management. This section of the proposal should establish the appropriateness and value of the proposed methodology in relation to this Request for Proposals. Bidders should identify other projects in which they have used this methodology and provide examples of completed designs in which they have used this methodology. These examples may be used as benchmarks for performance standards for deliverables in this project. Bidders should identify the potential risks and problems which, in their experience, occur on projects of this type. In addition, the Bidder should identify steps that can be taken by the Bidder or by the Government of Bermuda to avoid or mitigate these problems and steps to be taken should the problem occur.

Activities should be incorporated in the project plan to reduce the occurrence, severity and impact of events or situations that can compromise the attainment of any project objective. This description should convey the level of detail involved in each activity and identify the significant milestones that occur in each area.

This description should also include any planned use of development tools, programming languages, hardware platforms, operating systems, and other technical architecture factors relevant to the development and deployment of the system.

### **2 Timeline**

Bidders must submit a development and implementation plan, to include plans for development by major module and discuss options for implementation / deployment. The plan should also include an estimate of resource time from the Bidder and an estimate of time required by the Government of Bermuda resources.

Bidders must provide a detailed proposed approach, including all key assumptions, for performing the tasks and developing the deliverables contained in their proposal. Bidders must include as part of its approach a detailed Gantt chart developed in Microsoft Project or a comparable product that contains all major project tasks of the proposed approach. The Gantt chart must include at a minimum:

Detailed tasks and dependencies;  
Task start and end dates;  
Awarded Bidder's staff assigned to each task and estimated work hours and total task duration;  
Staff commitments required for each task along with estimated work hours and total task duration for the Government of Bermuda staff; and  
Milestones and deliverables.

The Bidder must also describe its project management approach for managing the project on a daily basis. In addition to monitoring project tasks, schedules, resources, and budget, the Awarded Bidder must manage project risks, issues, communications, quality, and organizational change.

As part of the project reporting process, the Awarded Bidder must provide weekly written status reports that indicate, among other things, the percent of completion for each deliverable. On a monthly basis, the Awarded Bidder shall conduct briefings with designated Government of Bermuda staff.



### **3 Design Based on Requirements**

Bidders should supply a description of the proposed solution that will meet the requirements set out in Appendix 'A' entitled "Statement of Requirements". The description should set out the functions and features of the system and associated processing logic. Emphasis should be placed on concise, clear descriptions of the features and benefits of the products or solutions offered. Sufficient detail on technical requirements should be provided to describe the utility and compatibility of products and services. A schematic and/or screen shots may prove useful with fulfilling this requirement. A demonstration of the proposed solution or prototype is optional, but cannot replace the written submission. The Bidder may recommend "Future Features" and may propose ideas as to how these features will be accommodated in future releases of the system, but the "Future Features" must not be included in the Cost estimate for this proposal.

### **4 Responsibilities of the Government of Bermuda**

Bidders should indicate the requirement of participation by the Government of Bermuda in terms of staff, office space, training facilities, computer hardware, networking, cabling or other supplies.

### **5 Interfaces**

The proposed solution should, at a minimum, provide for interfaces with the following entities:

#### **a. Email Integration**

The Government of Bermuda uses MS Exchange as its email system. The system shall have the capability of generating Messaging Application Programming Interface (MAPI) compliant email automatically, e.g., tickler notifications to staff.

#### **b. Data Exchange Method**

The Bidder must describe the strategy including tools and languages used for information exchange with the systems listed. All types of exchange methods should be described including pushing and pulling information as well as real-time read access with examples of each defined.

### **6 Security**

Bidders must describe the system security strategy. As part of the strategy, Bidders should provide proposed "system use" policies that can be reviewed and incorporated as part of business rules related to data and information security.

- a. The Bidder must provide a complete description of the application security that will protect the system. This description should include hardware and software (firewalls), control over user IDs and passwords.
- b. The Bidder must also fully describe how the system would handle cases that are sealed, expunged or archived.
- c. The Bidder must demonstrate compliance with the following application and programming language industry security standards:
- d. ISO/IEC 27034-1:2011
- e. ISO/IEC TR 24772:2013



The Bidder must indicate the average “user” response time for the various functions of the system. The user response time refers only to server and network response time (i.e., transaction time) – not to the functional time required to process the application.

## **7 User and System Administration Training**

In order for the staff of the Government of Bermuda to be effective in working with the Awarded Bidder, they may require education or training in the project methodology concepts. The Awarded Bidder must provide the training it considers necessary for the project team to be effective.

The Bidders must propose an approach for providing the necessary education and training, or describe why their approach will not require such training.

The proposed training approach should address, but not be limited to:

- a. Course descriptions (i.e., learning objectives, content, and duration) of training to be provided,
- b. Estimated number of individuals to attend each course
- c. Where and how the training will be delivered
- d. Who will deliver the training (e.g., government personnel via the train-the-trainer approach and/or the Awarded Bidder)
- e. A methodology for assessing or determining whether a person is qualified and competent;
- f. Ensuring a specified percent of the Department of Immigration’s identified users are qualified and competent; and
- g. An estimate of the cost for the training
- h. Any other information the Bidder deems necessary to describe its proposed approach adequately.

The cost of training facilities and training personnel costs must be included in the Bidder’s proposal

## **8 User and System Administration Documentation**

The Bidder shall provide instructor led end-user training. The Bidder shall provide training materials and instructors to support a class size of up to 10 students. There is a total of approximately 50 staff that will require training.

The successful prospective contractor shall deliver all manuals that came with all hardware that were installed as part of the project. The documentation of the DOI configuration and an inventory of all hardware installed including the manufacturer and model shall also be delivered.

## **9 User Support**

If the proposal submitted is for licensed software, Bidders must address telephone or email help desk support in their proposals. Coverage shall be for Monday – Sunday, 9 A.M. – 12:00 A.M. Atlantic Standard Time. Help desk response times with options should be described.

## **10 Ongoing System Maintenance**

Proposals must address application maintenance, to include minor product enhancements as well as subsequent major product upgrades



## **11 Remote Access Issues during System Development/Deployment**

The Government of Bermuda does not, by policy, provide outside Bidder access to production systems. Bidder should be prepared to have personnel on-site, once live data has been loaded to perform any and all functions in response to this project. This does not prohibit the Bidder from doing development off-site and having personnel on-site to install such work in conjunction with DOI staff.

## **12 Data Conversion Approach**

Bidders must address plans and approach for conversion of legacy data in the design component of the proposal, as necessary, and include rates for this activity in the pricing component of the response.

## **13 Hardware and Software Environment**

### Hardware Compatibility Requirements and Proposed Architecture

The RFP response must supply a complete description of the hardware platform(s) that the Bidder would use to support the system, as well as include an architectural diagram and deployment diagram.

The Bidder should also supply estimated costs for hardware, if possible.

The architecture must be open and flexible and based on widely accepted industry standards. Data should be entered only once.

The system must have the ability to potentially integrate with document management systems, reporting tools, bar coding or GIS systems.

The system must enable load balancing across Web and application servers. The architecture will have full redundancy and fail-over capabilities at all levels, and will be designed to have no single point of failure.

Security is an extremely high priority, and the system security will incorporate the elements of authentication, authorization, and physical security.

Electronic workflow will enable the specification of business rules, roles, and routings that will be used to automatically route electronic documents to the appropriate supervisors, staff and management for notification, review, and approval.

## **14 Ownership**

Final Acceptance Test will begin upon completion of all installations and demonstration of all system functions. The test will comprise 30 calendar days of live operation

### Data

All data is owned expressly by the Government of Bermuda. The Bidder can only take possession of the Government of Bermuda data for the purposes of data conversion, testing, and direct deployment tasks. Use of the data for purposes other than this is prohibited and requires written authorization by the Government of Bermuda. All data on the production system must remain in Bermuda.



Ownership, Licensure, Resale

Bidders should provide an explanation of ownership, licensure, and resale expectations of the application, source code, derivatives of source code, or intellectual property from the Bidder's perspective.

### **15 Financial Stability of the Company**

The Bidder must provide proof of financial stability. Bidders must include in their proposals financial documentation sufficient to establish their financial capability, stability and capacity to carry out this project. Bidders must provide information to demonstrate financial stability and performance. Operational history, and corporate biography, and the firm's ability to meet the financial responsibilities associated with conducting this project.

The Bidder must supply current ownership information, as well as ownership and locations of place of business over the last five years. The Government of Bermuda reserves the right to request any additional information to assure itself of the Bidder's financial status.

### **16 Software Licensing**

Unless otherwise stated in the Bidder's proposal, the software license(s) identified in the pricing schedule shall be provided to the Government of Bermuda on a perpetual basis and shall continue in perpetuity. However, the Government of Bermuda reserves the right to terminate the license at any time, although the mere expiration or termination of the contract shall not be construed as intent to terminate the license.

All acquired license(s) shall be for use at any computing facilities, on any equipment, by any number of users, and for any purposes for which it is procured.

**End of Appendix A STATEMENT OF REQUIREMENTS**



## Appendix A1 – Statement of Requirements checklist

### Must be completed by bidders

Feature	Available In Software	
	Y	N
The system must contain a dynamic stop list that can support manual entry of people for the stop list.		
The system must contain a dynamic stop list that can support the electronic update of people on the stop list from systems such as Client Relationship Management system, and the Judicial Enforcement Management System (JEMS)		
The stop list must contain the first, middle, and last name of the person, all address information for the person on the stop list, alias information for the person, the date the person was placed on the stop list, the reason for the stop list entry, and the status of the entry.		
The system must allow an actor person or actor system to modify a stop list entry.		
The system must have the ability to display active entries in a listing.		
The system must have the ability to query stop list entries that are inactive.		
The system must have the ability to flag an entry as GAIN STATUS, BORDER STOP, WORK PERMIT, WATCH, COURT, WARRANT, and FINANCIAL ASSISTANCE.		
The status choices for a stop list entry are active and inactive.		
Stop list entries can be changed at any time by authorized users or systems.		
The stop list should be prominently displayed and accessible at all times.		
Entries are electronically inserted from the Judicial Enforcement Management System (JEMS) if the person in the system is a child within a divorce case, if a client is currently on parole, if the client has a Stop Order recorded in the JEMS, if the person as a criminal conviction and sentencing dates for incarceration are active.		
The stop list should display in a listing of Active entries.		
Inactive entries should be made available via query.		
The entry should identify the author and date originated.		
For those countries that have multiple last names or family names, the system must identify possible matches. For example, people of Portuguese descent have two or three last names and can legally go by any of those names at any time.		
The stop list takes priority for action above all other legal or social matters.		
The system must have the ability to accept passenger manifests from airline and cruise ship carriers or carrier clearinghouse.		
The system must have the ability to dynamically evaluate received manifests for stop list entries.		
The system must have the ability to generate and save a manifest summary containing incoming passengers that have been flagged on the stop list or those manifest entries that could not be resolved.		
The system must have the ability to discard manifests once a manifest summary has been generated.		
The system must have the ability to access the de-duplication process to properly flag people from the manifest as stop list entries.		
The system must have the ability to print a manifest summary.		
The system must support the EDIFACT format for receiving Advance Passenger Information (API) electronically from the Airlines in both the UN and US formats.		
The system must have the ability to link e-manifest information to a passport number stored in the Passport system. The system must also have the ability to identify stolen passports by nationality.		
The system must have the ability to process the e-manifest against the Work Permit database to ensure that a person is cleared to enter.		
The system must have the ability to evaluate departure manifests and mark departure information for a person.		



The system must have the ability to identify high-risk passengers by name, alias, date of birth, sex, or nationality or any combination of the data provided.		
The system must support the Manifest format provided by cruise ships.		
If an entry closely matches a person on the stop list, the system should flag those people on the manifest as "Potential Stop List".		
The system must have the ability to generate a traffic report which contains a summary of total passengers by nationality, risk, residents vs. visitors, lookout and watch.		
The system must have the ability to drill down to the individual travelers on the summary traffic report.		
The system must have the ability to generate traffic reports including totals by flight numbers.		
Further evaluation must be done by the selected vendor to define the structure and layout of the traffic report.		
The system must include the ability to store multiple names for an individual.		
The system must have the ability to track the category of the name.		
The system must have the ability to link individuals by genetic groups.		
The system must have the ability to track demographic information to identify the client such as Date of Birth, Gender, Age, and Ethnicity.		
The system must have the ability to modify existing demographic information.		
The system must have the ability to track old and new values of demographics fields.		
The system must have the ability to delete demographic information.		
The system must have the ability to index names in the master index.		
Name categories include nickname, maiden name, alias, and primary name.		
Demographics can be changed at any time for any person in the system.		
The system must have the ability to track zero to many addresses for a person.		
The system must have the ability to track multiple home addresses.		
The system must have the ability to track addresses from other countries.		
If the local address entered is not a valid Bermudian address, the system flags the address.		
The address is collected only during the referrals.		
The system must have the ability to store passenger names.		
The system must have the ability to check entry of passenger names against the manifest summary.		
The system must have the ability to compare name entry against people listed in the master person index.		
It must take no longer than 40 seconds per passenger for airport entry and processing.		
The system must have the ability to link a person's passport image to their arrival information.		
The system must have the ability to change the amount of days permitted on controlled arrivals.		
Once a name is entered, the system must compare the name in the master person index.		
Once the master person index resolves duplication, the entry should be checked against the manifest summary.		
The system default of permission to be in the country for a visitor is ninety days.		
The system must have the ability to scan arrival's cards for passenger images.		
The system must have the ability to maintain an association of the arrival's card with the passenger.		
The system must have the ability to randomly assign receipt codes on customs receipts that indicate passenger risk.		
All persons are required to turn in an arrival's card.		
The barcode on the arrival's card is the link between the passenger and the card image.		
Codes identifying passenger risk change daily.		
The system must have the ability to process e-manifests for cruise ship passengers.		



The system must contain all of the features for cruise ship manifests as indicated in the <b>Manage Passenger Manifests</b> use case.		
Cruise ship manifests should be evaluated against stop and watch lists and work permit lists.		
The system must allow users to select a status for passenger entry.		
The system must contain a default status of permitted for all passengers who are not flagged during the <b>Manage Passenger Manifests</b> use case.		
The system must NOT contain default status for passengers who are flagged during the <b>Manage Passenger Manifests</b> use case.		
The status choices for entry are allow, denied, controlled.		
The default status of a passenger is allowed.		
The original date of departure for the passenger must be maintained even if a request for extension is approved.		
The system must have the ability to track an unlimited amount of notes for a controlled arrival.		
The system must have the ability to send an alert to the head office that a controlled arrival is required to perform a specific function for follow up.		
Many notes can be entered for a controlled arrival.		
Notes cannot be deleted or edited.		
The system must have the ability to manage departures without using a departure card.		
The system must have the ability to electronically manage departures based on departure manifests.		
The system must have the ability to generate a summary of passengers who have not departed who are scheduled to depart.		
The system must have the ability to flag passengers who have overstayed the 90 day limit.		
The system must have the ability to link the arrival's card to the passenger.		
The system must have the ability to accept departure date extensions from the Applications Processing System once the appropriate paperwork has been filed and processed by the Department of Immigration permitting an extension.		
The system must have the ability to allow an actor to manually clean the scanned data from the Arrival's card for research and evaluation.		
The system must contain OCR capability to dynamically resolve scanned data from the Arrival's card to be used within the database.		
The primary portions of the system will be accessible to users via a web browser.		
The system must have the ability to restrict access to users who are given permission to access the system.		
The system must have the ability to not allow users to attempt access to the system if an incorrect username/password combination is entered.		
The system must have the ability to allow actors to search for applications, clients, and other associated information.		
The system must allow a user to search on criteria and narrow the result set to all of the criteria searched upon.		
The system must include a multi-dimensional search facility allowing the retrieval of information across all modules of the immigration solution for a given name, status, past and current applications, stop list entries and documentation.		
The system must have the ability to allow actors to configure alerts/notifications based on events that occur or does not occur in the system.		
The system must have the ability to populate individual work queues and emails with alerts and notifications.		
The system must have the ability to allow actors to edit the parameters of a reminder created by that actor.		
The system must have the ability to allow actors to delete a reminder created by that actor.		
The system must have the ability to send alerts/notifications to individual users and user groups.		
The system must be able to send notifications based on scheduled events.		





The system must be able to send alerts based on events, thresholds and actions recorded in the system		
The system must allow a user to send an individual notification to other users.		
The system must have the ability to provide notifications to external agencies about changes in a person's status.		
The system must have the ability to send notifications to external agencies regarding agency policy changes, and updates.		
The system must have the ability to allow an actor to add a new role.		
The system must allow for the definition of predefined access roles to facilitate security administration and these access roles can be assigned to users to give them a predefined set of privileges.		
The system must have the ability to allow an actor edit a new role.		
The system must have the ability to allow an actor to disable a role.		
The system must have the ability to allow an actor to attribute a role to an individual system user.		
A role cannot be deleted.		
If a role is disabled, all users with the role attributed to them are disabled.		
Access roles can be assigned in any single jurisdiction or combination of jurisdictions, from multi-local, regional to state.		
The system must allow an actor to add a new user to the custom directory.		
The system must allow an actor to delete users from the directory.		
The system must have the ability to allow an actor to edit a user name and associated information.		
The system must allow the ability to load directory information from other data sources.		
The system must have a directory that contains at least the following information: ( name, title, address(is), telephone, cell numbers, fax number(s), email)		
The system must have a directory that supports groups.		
The system must have the ability to support the use of LDAP.		
User names must be unique.		
The system must allow an actor to assign create, read, edit and delete permissions for every function in the system to a user or to a role.		
The system must contain a System Administrator user with permissions to create users and assign permissions.		
Permissions for each function must include create, read, edit and delete.		
Users are not required to be assigned a user role in order to have permissions in the system.		
The system must contain the ability for an authorized user to manage values for drop-down fields that are not state or rule driven.		
The system must contain the ability to add, modify, enable and disable values.		
If a value is edited, the changed value will be reflected in past, present and future entries for that value.		
If a list value is drive by state values in the system or through other critical functionality regarding reminders, the system administrator will not be able to modify that text.		
Once a value is disabled, the choice will no longer appear for that field.		
You may not delete a value.		
The system must have the ability to accept data from existing legacy systems.		
Import data from existing systems.		
The system must have the ability to read two-year of converted data stored in the existing systems.		
Data from all legacy sources must be mapped to corresponding fields in the system.		
The system must be compliant with the ISO/IEC 27034-1:2011 ISO/IEC TR 24772:2013 security standard.		
The system must contain a dynamic stop list that can support manual entry of people for the stop list.		



Stop list entries can be changed at any time by authorized users or systems.		
The system must have biometric capability		

## Appendix B Design Document for the Border Management System (BMS)

This section is a design specification that defines how BMS currently integrates with the Bermuda Department of Immigration (“DOI”) CRM data warehouse.

### BMS Interaction with CRM

The Border Control process is automated in part by BMS. The diagram below illustrates the major functions of BMS in support of Border Control.

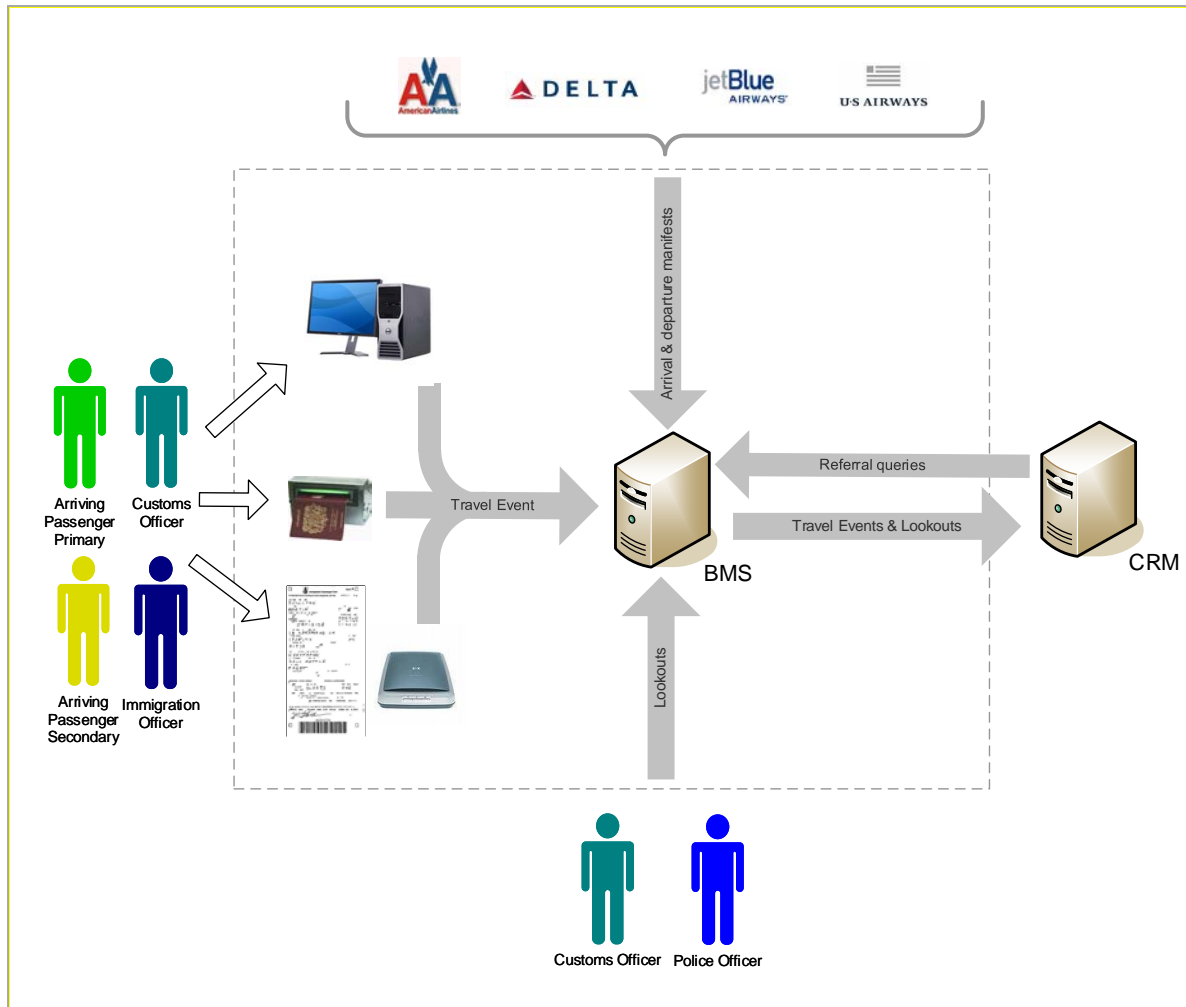


Figure 4.1. Current Scenario

BMS provides user functions for recording passenger arrival data and for scanning the passport data page. BMS also supports limited CRM inquiry for follow-up required when a passenger is sent to secondary. This may include destination address verification. A back office BMS function scans batches of landing cards for tourists and a user matches them to the passenger record. The collected data and scanned images for an arrival comprise the “Entry” travel event.

Airlines send the departure manifest electronically in a data file known as an e-Manifest after the flight departs from Bermuda. This e-manifest is loaded into BMS which automatically creates a record for every departing passenger. This is the “Exit” travel event.

BMS records lookouts created by Customs and Police to be used for future arrival processing. These lookouts are types of alerts. A BMS background process also loads any relevant alerts including Stoplist alerts created in CRM and other systems (not shown).

Prior to flight arrivals in Bermuda, airlines also provide an e-Manifest for arriving passengers. BMS uses this for pre-processing efforts including identifying passengers with Stoplist or other alerts so that any required preparation can be made before the passenger arrives.

### Interaction with CRM

BMS interacts with CRM to complete referral processing, load travel event data to the warehouse, and to pass new alerts attached to persons both from BMS to CRM and from CRM to BMS.

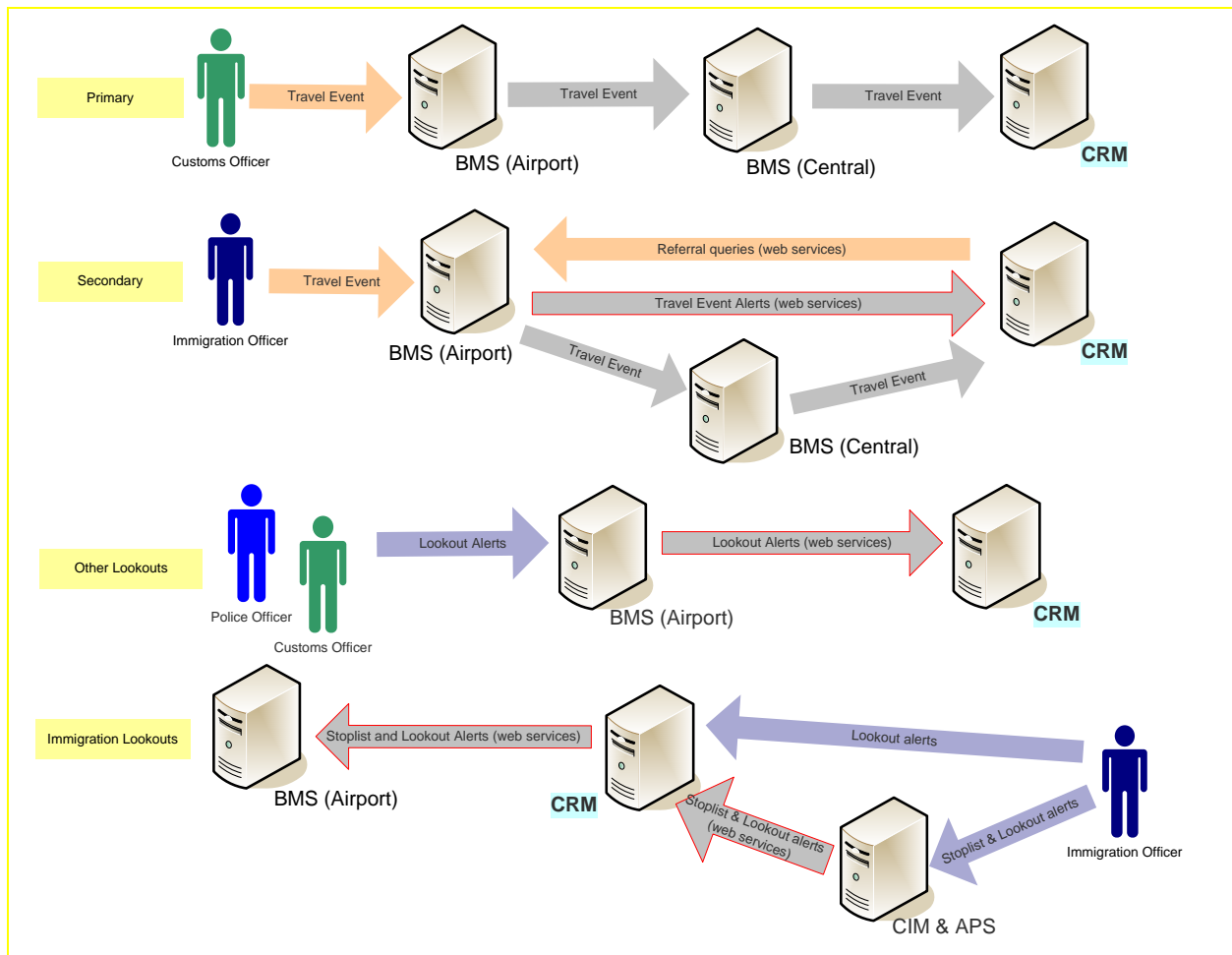


Figure 3 - BMS/CRM interactions



The beige arrows show the real-time interactions required to complete the passenger admission. The blue arrows show the real-time interactions required to record lookout alerts in one of the Immigration systems. The gray arrows show asynchronous system-to-system interaction to move travel event data and pass alerts (arrows with red outline). Most interactions between BMS and CRM are database writes; others are performed by web services. Four major interactions occur between BMS and CRM as shown in the diagram.



**Appendix C – Certificate of Confirmation of Non-Collusion**

**FORM T1**

Form COP24

**CERTIFICATE OF CONFIRMATION OF NON-COLLUSION**

**Notes for the tenderer/bidder**

The essence of Open Tendering is that the Government of Bermuda shall receive bona fide competitive Tenders from all persons tendering. In recognition of this principle, all companies submitting a tender will be required, by way of the signature of the Company Principle, state their agreement to the statements below, which indicates that the tender has been submitted without any form of collusion.

The Certificate of Confirmation of Non-Collusion is a mandatory requirement from all bidders. Any bids submitted which do not include a signed copy of the Certificate will be wholly rejected and will not be included in the evaluation process.

If it is later found that the undertakings made below have been breached at any stage of the process, the bidder will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the bidder and/or any party involved in the matter.

False submissions may also exclude the bidder, and any other person or company involved in collusion, from bidding for future contracts tendered by the Government of Bermuda.

**Confirmation of non-collusion**

I/We certify that this is a bona fide Tender, intended to be competitive and that I/We have not fixed or adjusted the amount of the Tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

I/We confirm that we have not received any additional information, other than that contained within the tender pack, or supplementary information provided to all bidders.

I/We also certify that I/We have not done and undertake that I/We will not do at any time any of the following acts:

- (a) communicating to a person other than the tender administrator the amount or approximate amount of my/our proposed Tender (other than in confidence in order to obtain quotations necessary for the preparation of the Tender for insurance) or
- (b) entering into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any Tender to be submitted; or
- (c) offering or agreeing to pay or give or paying any sum of money, inducement, gift /hospitality or valuable consideration directly or indirectly to any person in relation to this tender.

Signed

(1) \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

(2) \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

for and on behalf of \_\_\_\_\_



Appendix D – Evaluation Matrix

Department of Immigration Border Control Management System												
ITEM	CRITERIA	WEIGHTING	SCORES - please see notes & scoring tab					Weighted scores				
			Tender 1	Tender 2	Tender 3	Tender 4	Tender 5	Tender 1	Tender 2	Tender 3	Tender 4	Tender 5
1	<b>Experience &amp; Capability:</b>		Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name
1.1	Does the bidder clearly demonstrate the ability to deliver the requirements of the tender?		0.00	0.00	0.00	0.00	0.00					
1.2	Did the bidder offer evidence of experience with projects of a similar technical level?		0.00	0.00	0.00	0.00	0.00					
1.3	Did the bidder offer sufficient evidence of experience with completing projects within timescales and budgets?		0.00	0.00	0.00	0.00	0.00					
1.4	Is the bidder able to complete the work within the required timescales?		0.00	0.00	0.00	0.00	0.00					
1.5	Does the bidder state that they have sufficient, suitably experienced resources available?		0.00	0.00	0.00	0.00	0.00					
1.6	Does the bidder have a good track record in Health & Safety?		0.00	0.00	0.00	0.00	0.00					
1.7	Were the bidders referees positive about their experience of working with the contractor/supplier, and would they use them again?		0.00	0.00	0.00	0.00	0.00					
1T	<b>Total Score - Section 1</b>	50%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2	<b>Financial Analysis</b>		Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name
2.1	Tender price (include all costs)		0.00	0.00	0.00	0.00	0.00					
2.2	The bidder is in a stable financial position.		0.00	0.00	0.00	0.00	0.00					
2.3	The bidder has no outstanding Government debt		0.00	0.00	0.00	0.00	0.00					
2T	<b>Total Score - Section 2</b>	30%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3	<b>Social, Environmental &amp; Economic criteria</b>		Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name	Supplier Name
3.1	Percentage of workforce that are Bermudian		0.00	0.00	0.00	0.00	0.00					
3.2	Does the bidder offer evidence of providing apprenticeships/training positions or being willing to offer them?		0.00	0.00	0.00	0.00	0.00					
3.3	Does the bidder have an environmental policy in place?		0.00	0.00	0.00	0.00	0.00					
3.4	Has the bidder given evidence that they have participated in appropriate business skills training		0.00	0.00	0.00	0.00	0.00					
3T	<b>Total Score - Section 3</b>	20%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		100%										
	<b>Fully weighted scores</b>							0.00	0.00	0.00	0.00	0.00