

THIS DOCUMENT CONTAINS A SECURITY REQUIREMENT

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PART 1 - GENERAL INFORMATION

1. Introduction

The Request for Supply Arrangements (RFSA) is divided into six parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement, the security requirement, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided; and
- Part 6 6A, Supply Arrangement, 6B, Bid Solicitation, and 6C, Resulting Contract Clauses:
 - 6A, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
 - 6B, includes the instructions for the bid solicitation process within the scope of the SA;
 - 6C, includes general information for the conditions which will apply to any contract entered into pursuant to the SA.

The Annexes include the Statement of Work and any other annexes.

2. Summary

Public Works and Government Services Canada (PWGSC), on behalf of authorized departments and agencies of the Government of Canada, has a requirement to establish multiple National Master Supply Arrangements (NMSAs) for the provision of Managed Print Services (MPS). The scope of the MPS Supply Arrangement will include consulting and implementation services to assist clients with print optimization and with applying a fleet management approach to their office equipment, anywhere in Canada other than Comprehensive Land Claims Areas (CLCA). For requirements with delivery points in CLCA areas, other sourcing methods will be used.

The Supply Arrangement will be for a period of one year plus two one-year option periods.

There is a security requirement associated with this requirement. For additional information, consult Part 4 - Evaluation Procedures and Basis of Selection, and Part 6A - Supply Arrangement.

Pursuant to section 01 of Standard Instructions 2008, Suppliers must submit a complete list of names of all individuals who are currently directors of the Supplier. Furthermore, as determined by the Special Investigations Directorate, Departmental Oversight Branch, each individual named on the list may be requested to complete a Consent to a Criminal Record Verification form.

The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT).

3. Security Requirement

There is a security requirement associated with the requirement of the Supply Arrangement. For additional information, see Part 4 - Evaluation Procedures and Basis of Selection, and Part 6 - Supply Arrangement and Resulting Contract Clauses.

Solicitation No. - N° de l'invitation

EZ107-120004/C

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

van579

Client Ref. No. - N° de réf. du client

EZ107-120004

File No. - N° du dossier

VAN-2-35138

CCC No./N° CCC - FMS No/ N° VME

4. Debriefings

After issuance of a supply arrangement, suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

PART 2 - SUPPLIER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The 2008 (2012-11-19) Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

Subsection 5.4 of 2008, Standard Instructions - Request for Supply Arrangements - Goods or Services, is amended as follows:

Delete: sixty (60) days
Insert: ninety (90) days

2. Submission of Arrangements

Arrangements must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the Request for Supply Arrangements.

3. Enquiries - Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than fifteen (15) calendar days before the Request for Supply Arrangements (RFSA) closing date. Enquiries received after that time may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by suppliers to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that suppliers do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all suppliers. Enquiries not submitted in a form that can be distributed to all suppliers may not be answered by Canada.

4. Applicable Laws

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in British Columbia.

Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the suppliers.

PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS

1. Arrangement Preparation Instructions

Canada requests that suppliers provide the arrangement in separately bound sections as follows:

Section I: Technical Arrangement (1 hard copy)
Section II: Certifications (1 hard copy)

Canada requests that suppliers follow the format instructions described below in the preparation of the arrangement.

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to that of the Request for Supply Arrangements.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement

(<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, suppliers are encouraged to:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Arrangement

In the technical arrangement, suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Certifications

Suppliers must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements.

1.1. Technical Evaluation - Mandatory Technical Criteria

1.1.1 Bidder Identification of Services

Bidders must identify which services as described in the Statement of Work of this RFSA they can provide under the Supply Arrangement. Bidders may identify as providing any or all of the listed services.

Category	Identified	Not Identified
CS1 - Inventory and Basic TCO Determination		
CS2 - Concept Design		
CS3 - Procurement Support Activities		
MS1 - Transition		
MS2 - Fleet Management		
MS3 - Manage and Improve		

1.1.2 Corporate Description

Bidders must provide a corporate description that:

- clearly demonstrates that the bidder provides the types of MPS services identified in their response to 1.1.1.
- demonstrates how the services described in the bidder's proposal relate to the specific services described in the Statement of Work at Annex A.
- Includes the bidder's environmental policy statement;
- Includes the bidder's history on environmental initiatives within its own business.

Category	Demonstrated	Not Demonstrated
CS1 - Inventory and Basic TCO Determination		
CS2 - Concept Design		
CS3 - Procurement Support Activities		

MS1 - Transition		
MS2 - Fleet Management		
MS3 - Manage and Improve		

Category	Provided	Not Provided
Environmental Policy Statement		
History on Environmental Initiatives within its own business		

1.1.3 Example Projects

For each category identified in 1.1.1, Bidders must submit details of three projects current or completed within the 5 years preceding the closing date of this RFSA where the bidder has provided MPS services. Project or project phase start dates and end dates, including year and month, must be specified. The projects must support the statements made in the corporate description and must describe specific activities related to the services the bidder identifies as providing. The services described in the projects must specifically relate to the services described in the Statement of Work of this RFSA.

Bidder must provide at least three sample projects per category. If more than three sample projects are bid for a category, then all projects will be evaluated, and only the top three marks will be used for evaluation purposes. The same project may be used to support more than one of the categories identified by the Bidder. For example, a single project may be used to demonstrate the Bidder's capability to provide the CS1 (Inventory and Basic TCO), CS2 (Concept Design), and MS1 (Transition). Bidders must clearly identify which projects are bid for each Category. If the Bidder was part of a team that provided the services, then the Bidder must clearly identify which services it provided.

At least one of the projects must have encompassed more than 500 staff and at least one project must have had work conducted in separate locations. Separate locations may consist of two buildings on a campus. Separate floors of a building will not be considered.

Projects do not have to be completed, but the services involved in categories CS1, CS2, CS3, and MS1 must be completed in order to be considered. For example, if a project has completed the concept design, but has not yet completed the transition phase, then it could be used as an example project for CS2 Concept Design, but not for MS1 Transition. Services involved in categories MS2 and MS3 can be ongoing, but must have a start date of at least three years before the date of the supplier's response to this RFSA.

Bidders should specifically address each line in the evaluation tables, using terminology similar to the description of the Work in Annex A, and using similar headings and numbering.

1.1.3.1 CS1 Inventory and TCO - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.1.1	One of the three projects bid for CS1 encompasses more than 500 staff.		
1.1.3.1.2	One of the three projects bid for CS1 was conducted in separate locations.		
1.1.3.1.3	Project 1:		
1.1.3.1.3.a	CS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.1.3.b	CS1 services included an inventory of the imaging environment.		
1.1.3.1.3.c	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device usage.		
1.1.3.1.3.d	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device ratios.		
1.1.3.1.3.e	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed environmental costs, including a resource consumption audit.		
1.1.3.1.4	Project 2:		
1.1.3.1.4.a	CS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.1.4.b	CS1 services included an inventory of the imaging environment.		
1.1.3.1.4.c	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device usage.		
1.1.3.1.4.d	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device ratios.		
1.1.3.1.4.e	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed environmental costs, including a resource consumption audit.		
1.1.3.1.5	Project 3:		
1.1.3.1.5.a	CS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.1.5.b	CS1 services included an inventory of the imaging environment.		
1.1.3.1.5.c	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device usage.		
1.1.3.1.5.d	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed device ratios.		
1.1.3.1.5.e	CS1 services included a detailed Total Cost of Ownership (TCO) study that reviewed environmental costs, including a resource consumption audit.		

1.1.3.2 CS2 Concept Design - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.2.1	One of the three projects bid for CS2		

	encompasses more than 500 staff.		
1.1.3.2.2	One of the three projects bid for CS2 was conducted in separate locations.		
1.1.3.2.3	Project 1:		
1.1.3.2.3.a	CS2 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.2.3.b	CS2 services included a detailed concept design that included the original device numbers/usage before concept design, and the estimated device numbers/usage after concept design.		
1.1.3.2.3.c	CS2 services included a detailed concept design that included the original device ratios before concept design, and the estimated device ratios after concept design.		
1.1.3.2.3.d	CS2 services included a detailed concept design that included the original environmental costs before concept design, the estimated environmental costs after concept design, and a plan for environmental improvements.		
1.1.3.2.3.e	CS2 services included at least three additional considerations, such as security, support network, workspace configurations, document workflow, consumables inventory, risk management, transition timelines, implementation strategies, or technical trends.		
1.1.3.2.4	Project 2:		
1.1.3.2.4.a	CS2 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.2.4.b	CS2 services included a detailed concept design that included the original device numbers/usage before concept design, and the estimated device numbers/usage after concept design.		
1.1.3.2.4.c	CS2 services included a detailed concept design that included the original device ratios before concept design, and the estimated device ratios after concept design.		
1.1.3.2.4.d	CS2 services included a detailed concept design that included the original environmental costs before concept design, the estimated environmental costs after concept design, and a plan for environmental improvements.		
1.1.3.2.4.e	CS2 services included at least three additional considerations, such as security, support network, workspace configurations, document workflow, consumables inventory, risk management, transition timelines, implementation strategies, or technical trends.		
1.1.3.2.5	Project 3:		
1.1.3.2.5.a	CS2 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.2.5.b	CS2 services included a detailed concept design that included the original device numbers/usage before concept design, and the estimated device numbers/usage after concept design.		
1.1.3.2.5.c	CS2 services included a detailed concept design that included the original device ratios before concept design, and the estimated device ratios after concept design.		
1.1.3.2.5.d	CS2 services included a detailed concept		

	design that included the original environmental costs before concept design, the estimated environmental costs after concept design, and a plan for environmental improvements.		
1.1.3.2.5.e	CS2 services included at least three additional considerations, such as security, support network, workspace configurations, document workflow, consumables inventory, risk management, transition timelines, implementation strategies, or technical trends.		

1.1.3.3 CS3 Procurement Support Activities - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.3.1	One of the three projects bid for CS3 encompasses more than 500 staff.		
1.1.3.3.2	One of the three projects bid for CS3 was conducted in separate locations.		
1.1.3.3.3	Project 1:		
1.1.3.3.3.a	CS3 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.3.3.b	CS3 services included the development of a detailed Statement of Work (SOW) for an MPS implementation.		
1.1.3.3.3.c	CS3 services included the development of rated Evaluation Criteria for an MPS implementation.		
1.1.3.3.4	Project 2:		
1.1.3.3.4.a	CS3 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.3.4.b	CS3 services included the development of a detailed Statement of Work (SOW) for an MPS implementation.		
1.1.3.3.4.c	CS3 services included the development of rated Evaluation Criteria for an MPS implementation.		
1.1.3.3.5	Project 3:		
1.1.3.3.5.a	CS3 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.3.5.b	CS3 services included the development of a detailed Statement of Work (SOW) for an MPS implementation.		
1.1.3.3.5.c	CS3 services included the development of rated Evaluation Criteria for an MPS implementation.		

1.1.3.4 MS1 Transition - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.4.1	One of the three projects bid for MS1 encompasses more than 500 staff.		
1.1.3.4.2	One of the three projects bid for MS1 was conducted in separate locations.		
1.1.3.4.3	Project 1:		
1.1.3.4.3.a	MS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.4.3.b	MS1 services included the development of a		

	detailed transition plan and schedule, with a specific start date, milestones, and end date that occurred in the past.		
1.1.3.4.3.c	MS1 services included the administration and management of a detailed transition plan which included equipment deployment.		
1.1.3.4.3.d	MS1 services included at least one additional transition deliverable, such as development of a change management plan, communication plan, a testing plan, or a training plan.		
1.1.3.4.4	Project 2:		
1.1.3.4.4.a	MS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.4.4.b	MS1 services included the development of a detailed transition plan and schedule, with a specific start date, milestones, and end date that occurred in the past.		
1.1.3.4.4.c	MS1 services included the administration and management of a detailed transition plan which included equipment deployment..		
1.1.3.4.4.d	MS1 services included at least one additional transition deliverable, such as development of a change management plan, communication plan, a testing plan, or a training plan.		
1.1.3.4.5	Project 3:		
1.1.3.4.5.a	MS1 services for this project are finished, with a specific end date that occurred in the past.		
1.1.3.4.5.b	MS1 services included the development of a detailed transition plan and schedule, with a specific start date, milestones, and end date that occurred in the past.		
1.1.3.4.5.c	MS1 services included the administration and management of a detailed transition plan which included equipment deployment..		
1.1.3.4.4.d	MS1 services included at least one additional transition deliverable, such as development of a change management plan, communication plan, a testing plan, or a training plan.		

1.1.3.5 MS2 Fleet Management - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.5.1	One of the three projects bid for MS2 encompasses more than 500 staff.		
1.1.3.5.2	One of the three projects bid for MS2 was conducted in separate locations.		
1.1.3.5.3	Project 1:		
1.1.3.5.3.b	MS2 services included the ongoing management, for at least three years, of a client imaging environment with agreed upon service level obligations.		
1.1.3.5.3.c	MS2 services included at least three additional fleet management services such as providing MARC (move add remove change) services, consumables inventory and replenishment, help desk services, environmental services, concept design improvements, or ongoing reporting.		
1.1.3.5.4	Project 2:		

1.1.3.5.4.b	MS2 services included the ongoing management, for at least three years, of a client imaging environment with agreed upon service level obligations.		
1.1.3.5.4.c	MS2 services included at least three additional fleet management services such as providing MARC (move add remove change) services, consumables inventory and replenishment, help desk services, environmental services, concept design improvements, or ongoing reporting.		
1.1.3.5.5	Project 3:		
1.1.3.5.5.b	MS2 services included the ongoing management, for at least three years, of a client imaging environment with agreed upon service level obligations.		
1.1.3.5.5.c	MS2 services included at least three additional fleet management services such as providing MARC (move add remove change) services, consumables inventory and replenishment, help desk services, environmental services, concept design improvements, or ongoing reporting.		

1.1.3.6 MS3 Manage and Improve - Mandatory Criteria

Line	Description	Supporting information and details in bid on page:	Pass/ Fail
1.1.3.6.1	One of the three projects bid for MS3 encompasses more than 500 staff.		
1.1.3.6.2	One of the three projects bid for MS3 was conducted in separate locations.		
1.1.3.6.3	Project 1:		
1.1.3.6.3.b	MS3 services included the continued periodic review, verification, or improvement of a deployed imaging environment to yield additional efficiencies beyond those initially established through the migration to a new MPS model.		
1.1.3.6.4	Project 2:		
1.1.3.6.4.b	MS3 services included the continued periodic review, verification, or improvement of a deployed imaging environment to yield additional efficiencies beyond those initially established through the migration to a new MPS model.		
1.1.3.6.5	Project 3:		
1.1.3.6.5.b	MS3 services included the continued periodic review, verification, or improvement of a deployed imaging environment to yield additional efficiencies beyond those initially established through the migration to a new MPS model.		

2. Basis of Selection

2.1 Basis of Selection - Mandatory Technical Criteria

An arrangement must comply with the requirements of the Request for Supply Arrangements and meet all mandatory technical evaluation criteria to be declared responsive.

3. Security Requirement

1. Before issuance of a supply arrangement, the following conditions must be met:

-
- (a) the Supplier must hold a valid organization security clearance as indicated in Part 6A - Supply Arrangement;
 - (b) the Supplier's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 6A - Supply Arrangement;
 - (c) the Supplier must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.
 2. Suppliers are reminded to obtain the required security clearance promptly. Any delay in the issuance of a supply arrangement to allow the successful supplier to obtain the required clearance will be at the entire discretion of the Supply Arrangement Authority.
 3. For additional information on security requirements, suppliers should consult the "Security Requirements for PWGSC Bid Solicitation - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the Departmental Standard Procurement Documents Web site.

PART 5 - CERTIFICATIONS

Suppliers must provide the required certifications to be issued a supply arrangement (SA). Canada will declare an arrangement non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications suppliers provide to Canada is subject to verification by Canada during the arrangement evaluation period (before issuance of a SA) and after issuance of a SA. The Supply Arrangement Authority will have the right to ask for additional information to verify suppliers' compliance with the certifications before issuance of a SA. The arrangement will be declared non-responsive if any certification made by the Supplier is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Supply Arrangement Authority for additional information will also render the arrangement non-responsive.

1. Mandatory Certifications Required Precedent to Issuance of a Supply Arrangement

1.1 Code of Conduct and Certifications - Related documentation

1.1.1 By submitting an arrangement, the Supplier certifies, for himself and his affiliates, to be in compliance with the Code of Conduct and Certifications clause of the Standard instructions. The related documentation hereinafter mentioned will help Canada in confirming that the certifications are true. By submitting an arrangement, the Supplier certifies that it is aware, and that its affiliates are aware, that Canada may request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility. Canada may also verify the information provided by the Supplier, including the information relating to the acts or convictions specified herein, through independent research, use of any government resources or by contacting third parties. Canada will declare non-responsive any arrangement in respect of which the information requested is missing or inaccurate, or in respect of which the information contained in the certifications is found to be untrue, in any respect, by Canada. The Supplier and any of the Suppliers affiliates, will also be required to remain free and clear of any acts or convictions specified herein during the entire period of the Supply Arrangement and any resulting contracts arising from the SA.

Suppliers who are incorporated, including those submitting arrangements as a joint venture, must provide with their arrangement or promptly thereafter a complete list of names of all individuals who are currently directors of the Supplier. Suppliers submitting arrangements as sole proprietorship, including those submitting arrangements as a joint venture, must provide the name of the owner with their arrangement or promptly thereafter. Suppliers submitting arrangements as societies, firms, partnerships or associations of persons do not need to provide lists of names. If the required names have not been received by the time the evaluation of arrangements is completed, Canada will inform the Supplier of a time frame within which to provide the information. Failure to comply will render the arrangement non-responsive. Providing the required names is a mandatory requirement for issuance of a Supply Arrangement and any resulting contract.

Canada may, at any time, request that a Supplier provide properly completed and Signed Consent Forms ([Consent to a Criminal Record Verification form-PWGSC-TPSGC 229](#))

(<http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html>) for any or all individuals aforementioned within the time specified. Failure to provide such Consent Forms within the time period provided will result in the arrangement being declared non-responsive.

2. Additional Certifications Precedent to Issuance of a Supply Arrangement

The certifications listed below should be completed and submitted with the arrangement, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Supply Arrangement Authority will so inform the Supplier and provide the Supplier with a time frame within which to meet the requirement. Failure to comply with the request of the Supply Arrangement Authority and meet the requirements within that time period will render the arrangement non-responsive.

2.1 Federal Contractors Program - Certification

1. The Federal Contractors Program (FCP) requires that some suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to the issuance of a supply arrangement. If the Supplier, or, if the Supplier is a joint venture and if any member of the joint venture, is subject to the FCP, evidence of its commitment must be provided before the issuance of a supply arrangement.
Suppliers who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the Government Contracts Regulations. Suppliers may be declared ineligible contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any arrangements from ineligible contractors, including an arrangement from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.
2. If the Supplier does not fall within the exceptions enumerated in 3.(a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP, the Supplier must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.
3. The Supplier, or, if the Supplier is a joint venture the member of the joint venture, certifies its status with the FCP, as follows:
The Supplier or the member of the joint venture
 - A. () is not subject to the FCP, having a workforce of less than 100 full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada;
 - B. () is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
 - C. () is subject to the requirements of the FCP, having a workforce of 100 or more full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;
 - D. () is subject to the FCP, and has a valid certificate number as follows: _____ (e.g. has not been declared an ineligible contractor by HRSDC).
 Further information on the FCP is available on the HRSDC Web site.

2.2 Former Public Servant Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, suppliers must provide the information required below.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- A. an individual;
- B. an individual who has incorporated;
- C. a partnership made of former public servants; or
- D. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means, a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Pension Continuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S., 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Supplier a FPS in receipt of a pension?

YES () NO ()

If so, the Supplier must provide the following information, for all FPS in receipt of a pension, as applicable:

- A. name of former public servant;
- B. date of termination of employment or retirement from the Public Service.

By providing this information, Suppliers agree that the successful Supplier's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

Work Force Reduction Program

Is the Supplier a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? YES () NO ()

If so, the Supplier must provide the following information:

- A. name of former public servant;

- B. conditions of the lump sum payment incentive;
- C. date of termination of employment;
- D. amount of lump sum payment;
- E. rate of pay on which lump sum payment is based;
- F. period of lump sum payment including start date, end date and number of weeks;
- G. number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

PART 6 - SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

A. SUPPLY ARRANGEMENT

1. Arrangement

The Supply Arrangement covers the Work described in the Statement of Work at Annex A.

2. Security Requirement

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to sensitive work site(s) must **EACH** hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC. Until the security screening of the Contractor personnel required by this Contract has been completed satisfactorily by the CISD, PWGSC, the Contractor personnel **MAY NOT ENTER** sites without an escort.
3. Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of CISD/PWGSC.
4. The Contractor/Offeror must comply with the provisions of the:
 - (a) Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - (b) Industrial Security Manual (Latest Edition).

3. Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

3.1 General Conditions

2020 (2012-11-19) General Conditions - Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

3.2 Supply Arrangement Reporting

The Supplier must compile and maintain records on its provision of goods, services or both to the federal government under contracts resulting from the Supply Arrangement. This data must include all purchases, including those paid for by a Government of Canada Acquisition Card.

The Supplier must provide this data in accordance with the reporting requirements detailed in Annex D. If some data is not available, the reason must be indicated. If no goods or services are provided during a given period, the Supplier must still provide a "NIL" report.

The data must be submitted on a quarterly basis to the Supply Arrangement Authority.

The quarterly reporting periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31;
4th quarter: January 1 to March 31.

The data must be submitted to the Supply Arrangement Authority no later than fifteen calendar days after the end of the reporting period.

4. Term of Supply Arrangement

4.1 Period of the Supply Arrangement

The period for awarding contracts under the Supply Arrangement is from ***[date to be inserted at Supply Arrangement Award]*** to ***[one year period to be inserted at Supply Arrangement Award]***.

4.2 Extension of Supply Arrangement

If the Supply Arrangement is authorized for use beyond the initial period, the Supply Arrangement Holder offers to extend its offer for two additional one-year periods, from ***[date to be inserted at Supply Arrangement Award]*** to ***[one year period to be inserted at Supply Arrangement Award]*** and ***[date to be inserted at Supply Arrangement Award]*** to ***[one year period to be inserted at Supply Arrangement Award]*** under the same conditions specified in the Supply Arrangement.

The Supply Arrangement Holder will be advised of the decision to authorize the use of the Supply Arrangement for an extended period by the Supply Arrangement Authority before the expiry date of the Supply Arrangement. A revision to the Supply Arrangement will be issued by the Supply Arrangement Authority.

5. Authorities

5.1 Supply Arrangement Authority

5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Curt Steckhan, Supply Specialist
Public Works and Government Services Canada
800 Burrard Street, Vancouver, BC V6Z 2V8

Telephone: 604-666-1465
Facsimile: 604-775-7256
Email: curt.steckhan@pwgsc-tpsgc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable.

5.2 Supplier's Representative

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: _____

Facsimile: _____
 Email: _____

6. Identified Users

The Identified Users include any government department, agency or Crown Corporation listed in Schedules I, I.I, II, III, of the *Financial Administration Act*, R.S., 1985, c. F-11.

7. On-going Opportunity for Qualification

A Notice will be posted on the Government Electronic Tendering Service (GETS) to allow new suppliers to become qualified. Existing qualified suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

8. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the articles of the Supply Arrangement;
- (b) the general conditions 2020 (2012-11-19), General Conditions - Supply Arrangement - Goods or Services
- (c) Annex A, Statement of Work;
- (d) Annex B, Managed Print Services (MPS) Risks;
- (e) Annex C, Security Requirements Checklist;
- (f) Annex D, Supply Arrangement Reporting;
- (e) the Supplier's arrangement dated _____ (*insert date of arrangement*).

9. Certifications

9.1 Compliance

Compliance with the certifications provided by the Supplier in the arrangement is a condition of the Supply Arrangement (SA) and subject to verification by Canada during the term of the SA and of any resulting contract that would continue beyond the period of the SA. If the Supplier does not comply with any certification or it is determined that any certification made by the Supplier in the arrangement is untrue, whether made knowingly or unknowingly, Canada has the right to terminate any resulting contract for default and suspend or cancel the SA.

10. Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in British Columbia.

B. BID SOLICITATION

1. Bid Solicitation Documents

Canada will use the bid solicitation templates Simple for low dollar value requirements; MC- for medium complexity requirements; HC for more complex requirements, available in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) based on the estimated dollar value and complexity of the requirement.

The bid solicitation will contain as a minimum the following:

- (a) security requirements (if applicable);
- (b) a complete description of the Work to be performed;
- (c) 2003, Standard Instructions - Goods or Services - Competitive Requirements; or 2004, Standard Instructions - Goods or Services - Non-competitive Requirements;
- (d) bid preparation instructions;
- (e) instructions for the submission of bids (address for submission of bids, bid closing date and time);
- (f) evaluation procedures and basis of selection;
- (g) financial capability
- (h) certifications;

By submitting an arrangement, the Supplier certifies, for himself and his affiliates, to be in compliance with the Code of Conduct and Certifications clause of the Standard instructions. The related documentation hereinafter mentioned will help Canada in confirming that the certifications are true. By submitting an arrangement, the Supplier certifies that it is aware, and that its affiliates are aware, that Canada may request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility. Canada may also verify the information provided by the Supplier, including the information relating to the acts or convictions specified herein, through independent research, use of any government resources or by contacting third parties. Canada will declare non-responsive any arrangement in respect of which the information requested is missing or inaccurate, or in respect of which the information contained in the certifications is found to be untrue, in any respect, by Canada. The Supplier and any of the Suppliers affiliates, will also be required to remain free and clear of any acts or convictions specified herein during the entire period of the Supply Arrangement and any resulting contracts arising from the SA.

- (i) Canada may, at any time, request that a Supplier provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification form- PWGSC-TPSGC 229) (<http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html>) for any or all individuals aforementioned within the time specified. Failure to provide such Consent Forms within the time period provided will result in the arrangement being declared non-responsive.) conditions of the resulting contract.

1.1 Conflict of Interest

The following clause will be included in Request for Proposals resulting from the Supply Arrangement:

In order to protect the integrity of the procurement process, bidders are advised that Canada may disqualify a bid in the following circumstances:

- A. if the Bidder, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation;

- B. if the Bidder, any of its subcontractors, any of their respective employees had access to information related to the bid solicitation that was not available to other bidders and that would, in Canada's opinion, give the Bidder an unfair advantage.

The experience acquired by a bidder who is providing or has provided the goods or services described in the bid solicitation (or similar goods or services) will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. That bidder remains however subject to the criteria established above.

Where Canada intends to reject a bid under this section, the Contracting Authority will inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. Bidders who are in doubt about a particular situation should contact the Contracting Authority before bid closing.

By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest, nor to have an unfair advantage. The Bidder however acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest or unfair advantage exists.

Name of Consultants: Canada has engaged the assistance of the following private sector contractors in the preparation of the bid solicitation:

2. Bid Solicitation Process

- 2.1** Bids will be solicited for specific requirements within the scope of the Supply Arrangement (SA) from suppliers who have been issued a SA.
- 2.2** The bid solicitation may be posted on the Government Electronic Tendering Service (GETS), depending on the estimated dollar value.
- 2.3 Qualified Supply Arrangement Holders**
A Supply Arrangement Holder is Qualified if it is approved to provide the Category of service listed in the Statement of Work. If a requirement includes multiple Categories, then a Supply Arrangement Holder is Qualified if it is approved to provide services in all required Categories. For example, if a requirement is for Categories CS2, CS3, and MS3, then only Supply Arrangement Holders that are approved to provide all three Categories of service are considered Qualified.
- 2.4 Guidelines for the Contracting Authority**
- 2.4.1** The Contracting Authority should use the Statement of Work templates available from the PWGSC Imaging Product Management Group (<http://www.tpsgc-pwgsc.gc.ca/ggphi-ipmg/>). The templates can be combined for requirements that include multiple Categories. The Contracting Authority should have a procurement plan that addresses the MPS Risks identified in Annex B.
- 2.4.2** If the requirement is for a stage of a larger project, or for a pilot project, the Contracting Authority should avoid giving the Contractor access to any information that may create a real or perceived conflict of interest for future requirements. If performance of the Work creates a real or perceived conflict of interest, it may affect the Supply Arrangement Holder's ability to submit a bid for subsequent requirements.
- 2.4.3** If the Contracting Authority intends to use the same Contractor for multiple locations or for multiple Categories of service, then the RFP must include the

entire potential scope of work in the Mandatory and Optional parts of the Statement of Work.

2.4.4 The Contracting Authority may issue an RFP for a Task Authorization Contract if all of the Work or a portion of the Work may be performed on an as and when requested basis.

2.4.5 The dollar values below are for total estimated value including Options.

2.5 Requirements Below the NAFTA Threshold for Services

These requirements are managed by Identified Users or the Supply Arrangement Authority. A minimum of two Qualified Supply Arrangement Holders must be invited to compete. For Consulting Services (CS) requirements up to \$25,000, the Identified User may invoke an exception to the competitive process in accordance with the Government Contracts Regulations if it is not cost effective to solicit bids. There is no minimum bidding period. If there is only one Qualified Supply Arrangement Holder, the Contracting Authority should not use this Supply Arrangement for this requirement.

2.6 Requirements equal to or above the NAFTA Threshold

These requirements are managed by Identified Users or the Supply Arrangement Authority, in accordance with any requirements of the Trade Agreements, the Government Contracts Regulations, and delegated authorities.

C. RESULTING CONTRACT CLAUSES

1. General

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

For any contract to be awarded using:

- (a) Simple (for low dollar value requirements), general conditions 2029 will apply to the resulting contract;
- (b) MC (for medium complexity requirements), general conditions 2010C will apply to the resulting contract;
- (c) HC (for higher complexity requirements), general conditions 2035 will apply to the resulting contract.

The above templates are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

2. Conflict of Interest – Future Work

The following clause must be included in all Contracts resulting from the Supply Arrangement:

The Contractor, during and after the period of performance of the Contract agrees that:

- A. it must not bid for any contract to be let as a result of a solicitation where any work performed by the Contractor under this Contract creates a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), and must not participate as a subcontractor or consultant in the preparation of any other Bidder's tender or proposal for such a resulting contract; and
- B. it must not bid for any contract where the Contractor, in its work performed under this Contract, is required to assist Canada in evaluating the bids or in overseeing performance of a resulting contract, and must not participate as a subcontractor or consultant in the preparation of any other Bidder's tender or proposal for such a resulting contract; and
- C. if its work under the subject Contract involved access to information that would for any reason create a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), the Contractor must not bid for any of that resulting contract(s) or participate as a subcontractor or consultant in the preparation of any other Bidder's tender or proposal for any resulting contract;

Canada will disqualify any bid from the Contractor (or any entity that either controls or is controlled by the Contractor or, together with the Contractor, is under the common control of a third party, as well as such third party) for contracts as described in this clause, in respect to which Canada determines, at its sole discretion, that the bidder's involvement in this Contract, whether direct or indirect, has resulted in a real or apparent conflict of interest or unfair advantage over other suppliers for the work subject to the solicitation.

Annex A Statement of Work

A.1 Introduction

Public Works and Government Services Canada (PWGSC), on behalf of authorized departments and agencies of the Government of Canada, has a requirement to establish multiple National Master Supply Arrangements (NMSAs) for the provision of Managed Print Services (MPS). The scope of the MPS Supply Arrangement will include consulting and implementation services to assist clients with print optimization and with applying a fleet management approach to their office equipment.

Government departments are encouraged to explore the feasibility of adopting the services under these MPS Supply Arrangements which may allow for them to better manage their imaging fleet efficiently and effectively. While experience has shown that savings may be possible from moving towards and adopting MPS services into the management of an imaging environment, it is important to understand that there are also significant risks involved with moving in this direction. It is suggested that clients undertake a risk assessment based on their own environment and particulars prior to relinquishing control of any element of their printing environment to a private sector contractor. A non-exhaustive listing of risks to be considered is provided at Annex B.

A.2 Background

PWGSC has had MPS NMSAs in place since 2008 in order to meet office equipment service requirements that were not part of the existing supply methods. The NMSAs were developed to create a pool of pre-qualified suppliers that can provide managed print services. The process for using the NMSA was influenced by the National Strategy for Office Equipment and the National Strategy for Professional Services.

A.3 Objective

The MPS NMSAs' objective is to provide office equipment services that are not offered through existing supply methods such as the office equipment National Master Standing Offers (NMSOs).

PWGSC has multiple office equipment NMSOs for printers, copiers, scanners, and wide format imaging equipment. The MPS NMSAs are not to be used to circumvent the existing supply methods, although an MPS requirement may support an office equipment procurement. For example, the MPS NMSAs may be used to define the requirement for a Request for Volume Discount (RVD) from an office equipment NMSO. The appropriate office equipment NMSOs must be used when possible.

PWGSC has other supply methods for professional services, such as Task-Based Informatics Professional Services (TBIPS). The MPS NMSA is the singular mandatory-usage supply method for MPS services. Other supply methods must not be used to acquire MPS deliverables.

A.4 Consulting Services and Conflict of Interest

MPS Consulting Services (CS) assist Canada in analysing and define an imaging requirement. This may create a real or perceived conflict of interest if the Supply Arrangement Holder is capable of providing office equipment or providing other managed print services. If a Supply Arrangement Holder provides MPS Consulting Services, it may affect the Supply Arrangement Holder's ability to receive a Call-up from an NMSO, or its ability to submit a bid for requirements such as RVDs, RFQs, or RFPs. The Supply

Arrangement Holder must not influence, seek to influence or otherwise take part in a decision of Canada knowing that the decision might further its private interest.

A.4 Managed Print Services (MPS) Categories

Consulting Services (CS) categories may be accessed by clients requiring a contractor to analyse, review, and develop a concept design for their imaging environment. There are three Consulting Services (CS) categories of work:

- CS1: Inventory and Total Cost of Ownership (TCO) Determination
- CS2: Concept Design
- CS3: Procurement Support

Managed Services (MS) categories may be accessed by clients requiring a contractor to implement and maintain an MPS model. The services may include either a fully-managed model where a vendor manages the entire imaging environment (including aspects such as consumables, equipment maintenance, support, training, equipment ownership, tracking and reporting), or a hybrid model where only selected MPS options are chosen (such as consumables and equipment maintenance). There are three Managed Services (MS) categories of work:

- MS1: Transition
- MS2: Fleet Management
- MS3: Manage and Improve

Supply Arrangement Holders may be authorized to deliver services in one or more categories.

[Sections CS1 to MS3 list the complete selection of MPS categories. Supply Arrangement Holders may be authorized to provide services for only certain categories. If a Supply Arrangement Holder is not authorized to provide services in a certain category, then that section will be removed from the Statement of Work for that Supply Arrangement Holder.]

The Supply Arrangement Holder is Qualified in only the following Categories of work.

CS1 Inventory and Total Cost of Ownership (TCO) Determination

Inventory and TCO services are intended to establish an overview of the organizational business and technical environments to quickly determine the extent of imaging device inventory and spending estimates. Organizations may provide the vendor with supporting information such as floor plans, invoices, contracts, tools, government furnished equipment, as outlined in the specific Request for Proposals Against the Supply Arrangement.

Key aspects of the inventory and TCO process may include: the development of general business and technical profile in terms of equipment inventory, people and organizational aspects; and the determination of basic total cost of ownership (TCO) summary for the current imaging environment.

The required services may include:

- Identifying or verifying the imaging (print, copy, scan, and facsimile) usage for the area of study;
- Conducting or verifying an inventory of the current imaging environment, either by walking through the area of study, or with the assistance of MPS inventory software;
- Conducting interviews or circulating questionnaires to key stakeholders in order to assess the current imaging environment;

- Identifying total life cycle costs such as paper usage, device usage, consumables, maintenance, et cetera;
- Identifying environmental concerns such as power usage, noise, paper usage, and recycling;
- Identifying and calculating key metrics such as device utilization, ratio of users to devices, distances from users to imaging devices, achievable environmental targets; et cetera;
- Identifying and estimating the total cost of ownership for the current imaging environment (including equipment costs, lease costs, consumable costs, environmental costs, and any other applicable costs of the imaging environment) using public sector industry averages where information is not available.

CS2 Concept Design

Concept Design services consist of formal planning and requirements definition aimed at developing a business solution to create a reduced cost imaging environment.

Recommendations will be made along with specific targets for areas of improvement to ensure the best possible outcomes of an optimized imaging environment. Supply Arrangement Holders must take into consideration all applicable government policies and regulations, such as health and safety, accessibility, government contracting regulations, and procurement policies. Organizations may provide the vendor with supporting information such as floor plans, invoices, contracts, tools, government furnished equipment, as outlined in the specific Request for Proposals Against the Supply Arrangement.

Business solutions will clearly define a number of concept design elements, such as: implementation requirements, MPS deliverables, expected quality of service conditions, accurate costs, and procedures for corrective action if problems occur. Concept Designs must take into consideration all applicable government policies and regulations, such as health and safety, accessibility, government contracting regulations, and procurement policies.

Key aspects of the Concept Design process may include: reviewing the inventory and TCO; further analysis of the imaging environment such as security, current level of standardization, and trends in technology; identifying improved approaches and best practices to reduce costs and improve efficiencies; involving stakeholders to better understand goals, objectives, and requirements; developing an optimization strategy; developing cost feasibility analyses of alternate approaches; developing alternate proposed concept designs; and developing implementation strategies and estimating timelines.

The required services may include:

- Reviewing the imaging environment and analysing the strengths, weaknesses, opportunities, and threats;
- Reviewing relevant concerns such as security, standardization, supply methods, historical expenditure, in-house support, capability, functionality, workspace configuration, training, document processing workflow, power requirements, and technological trends;
- Identifying the required functionality of equipment which may yield operational efficiency and device unit reductions;
- Identifying the required functionality of software tools (consideration must be given to relevant client IT policies) which may yield operational efficiency whether through automated (remote) device management or the electronic management of documents;

-
- Identifying key metrics, such as device utilization, ratio of users to devices, distances from users to imaging devices, environmental targets, et cetera, to be used to monitor the results of the concept design;
 - Identify risks related to the current state imaging environment and the concept design imaging environment, and developing risk mitigation strategies;
 - Identify potential environmental benefits of the concept design, including power usage, toner usage, duplexing, product recycling, reduction of space requirements, reduction of consumables, and reduction in the total carbon footprint;
 - Developing a methodology and best practices for monitoring key metrics, including potentially using MPS monitoring software;
 - Developing suggested policies and practices to enforce and maintain a concept design over time;
 - Developing a business case and presentation materials to assist in communicating the benefits of MPS to stakeholders;
 - Developing an implementation strategy, estimating timelines, and estimating costs for the transition from the current state to the end state of the concept design. The implementation strategy may be a Replacement of Fleet implementation strategy or a Partial/Gradual implementation strategy. Canada may require both types of implementation strategies for comparison:
 - Replacement of Fleet Implementation: this strategy must include the costs of cancelling leases and removing all current hardware in order to immediately gain the efficiencies of the new concept design;
 - Partial or Gradual Implementation: this strategy must incorporate all current usable devices and include a Move/Add/Remove/Change (MARC) analysis in order to benefit from the full usable life span of the current imaging environment devices.
 - Developing one or more concept designs to improve the imaging environment, generate efficiencies, lower costs, maintain or improve functionality, and improve user satisfaction. Each concept design may use a certain MPS model. Canada may require concept designs for one or more models for comparison. Examples of MPS models include:
 - A fully-managed model is where an implementation vendor owns the imaging environment, and provides the printing, copying, scanning, and/or facsimile services under contract with an obligation to meet minimum service levels relating to device functionality, accessibility, uptime, and other quantifiable indicators. The vendor is empowered to deploy appropriate numbers and types of equipment as long as service level obligations are met. The client has limited authority to direct the specific location or type of equipment being used to meet the service level obligations. This model would typically lead to a follow-on procurement which accesses the Managed Services categories of this NMSA.
 - A client-managed model is where Canada purchases the imaging environment by using existing supply methods such as National Master Standing Offers for imaging equipment, or Requests for Proposals (RFPs). In this model, the client chooses the best fit devices and deploys the numbers and types of devices which they feel are the best fit. This model would typically lead to a follow-on procurement which accesses the equipment NMSOs.
 - Delivering one or more concept designs that Canada can use in a Request for Interest (RFI), Request for Proposal (RFP), or Request for Volume Discount (RVD), including all metrics, floor plans, device specifications, best practices, cost models, implementation strategies, suggested policies, et cetera.

CS3 Future Procurement Support Activities

Supply Arrangement Holders may assist or provide organizations with procurement support for a future implementation. Supply Arrangement Holders must take into consideration all applicable government policies and regulations, such as health and safety, accessibility, government contracting regulations, and procurement policies.

The required services may include:

- Assisting with approval documents such as a green procurement plan;
- Assisting with the development of a Request for Interest (RFI);
- Reviewing and analysing the responses to an RFI;
- Developing a Statement of Work and/or establishing minimum service obligations for an Request for Proposals (RFP) or Request for Volume Discount (RVD);
- Developing Evaluation Criteria for an RFP or RVD;
- Assisting in the evaluation of bids.

Supply Arrangement Holders must not provide either legal advice or procurement advice to Canada. Supply Arrangement Holders may write a Statement of Work or Evaluation Criteria, but they must not write the RFP or RVD. All deliverables must conform to Treasury Board Contracting Policy, and the Supply Arrangement Holder must not suggest a procurement method that contravenes current Federal Government procurement policy.

Supply Arrangement Holder that provide future procurement support activities must keep up to date with Federal Government procurement policy including:

- Government Contracts Regulations
(<http://laws.justice.gc.ca/eng/regulations/SOR-87-402/FullText.html>);
- Treasury Board Contracting Policy
(<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494§ion=text>);
- Public Works and Government Services Supply Manual
(<https://buyandsell.gc.ca/policy-and-guidelines/supply-manual>);
- And any related policies, laws, or regulations.

MS1 Transition

Transition services focus on the development and execution of a detailed implementation plan. The implementation plan defines the steps required to transition from the current state imaging environment to the concept design imaging environment.

Key aspects of the transition process may include: project management; briefings and updates; change management; stakeholder engagement; and acceptance testing.

The required services may include:

- Developing a detailed implementation plan based on the implementation strategy, and incorporating logistical issues such as delivery, security, business continuity, et cetera;
- Developing and executing a change management plan;
- Developing and executing a communication plan;
- Developing and executing a testing plan for acceptance testing, compatibility testing, configuration testing, security concerns, and validation of claims of product capabilities;
- Providing project management during implementation;
- Co-ordinating equipment relocation, reconfiguration, delivery, and/or installation;
- Training stakeholders about the new imaging environment, including new policies, processes, best practices, monitoring software, new equipment, et cetera;
- Adjusting or redeveloping the concept design;

- Reporting on the progress of the implementation plan at regular intervals and upon request;
- Delivering a final implementation report including details about obstacles, issues, concerns, lessons learned, risks, et cetera.

MS2 Fleet Management

Note: These services must generally be accessed in conjunction with other additional MPS services otherwise the equipment NMSOs must be used for the requirement, if possible. Similarly, any electronic document management software licenses must be part of a larger requirement which includes other additional MPS services. Careful consideration must be given to the appropriate method of supply for any given requirement and this will be at the discretion of the PWGSC Contracting Authority.

Fleet management services include provision of equipment, service, consumables, and associated reporting services.

Key aspects of the fleet management process may include: equipment maintenance and support for new and existing imaging products; provision of consumables; day-to-day management of the imaging environment (potentially facilitated through remote management software if acceptable to client IT authorities); usage monitoring and performance measurement; electronic document management solutions (incl. software licenses) to enable workflow process improvements; and further analysis of metrics in order to determine program effectiveness.

The required services may include:

- Providing an imaging environment according to an approved concept design and specific metrics such as costs, uptime, availability, environmental targets, security requirements, and service response time, et cetera. Any equipment requirements satisfied should adhere to the environmental requirements of the equipment NMSOs, which include:
 - ISO 14001 certifications;
 - Consumables container recycling programs;
 - Packaging recycling;
 - EnergyStar qualification; and
 - IEEE 1680.2 (once implemented).
- Implementing new imaging equipment according to an approved concept design;
- Providing Move Add Remove Change (MARC) services for existing imaging equipment according to an approved concept design, and as required in order to meet service levels;
- Replenishing consumables for existing or new imaging products;
- Replenishing paper for existing or new imaging products;
- Working with current imaging providers to integrate existing product and service providers into the imaging environment, and to provide Canada with a single point of contact for the imaging environment;
- Providing on site services such as preventative maintenance, repair, inventory of parts, and other problem resolution services;
- Providing an on site resource;
- Providing environmental services such as proper cartridge recycling, proper packaging recycling, safe handling of equipment, equipment disposal according to existing policies such as the Guideline for the Disposal of Federal Surplus Electronic and Electrical Equipment

- (www.tpsgc-pwgsc.gc.ca/ecologisation-greening/dechets-waste/dechets-waste-eng.html), and ensuring that the imaging environment's environmental impact is minimized;
- Providing ongoing reporting that could include costs, cost savings, uptime, availability, detailed usage statistics, environmental target performance results, security requirements, service response time, detailed inventory tracking, consumable usage, and client satisfaction;
 - Providing advice on issues such as technology trends (including hardware and software), security issues, invoicing issues, cost concerns, expiration and replacement of legacy equipment, incident reports, document process changes, environmental impacts, et cetera.

MS3 Manage and Improve

Manage and Improve services involve the continuous improvement of an imaging environment, including: measuring or verifying key metrics, determining overall progress towards established goals, and suggesting of corrective action to be taken as required. Manage and Improve services may be part of a fleet management requirement, or may be used for a third-party review and verification of the results of an existing implementation.

The required services may include:

- Working with Canada and the current imaging service providers to verify the actual versus estimates of items such as costs, cost savings, uptime, availability, detailed usage statistics, green targets, security requirements, service response time, detailed inventory tracking, consumable usage, and client satisfaction.
- Providing advice regarding improvements to the imaging environment, including: reduced cost alternatives; modifications of the service level obligations, modifications to the green targets; Move Add Change Remove (MARC) advice; identification of issues and problems, and advice on how to manage them; identification of risks, and advice on how to manage them; identification of obstacles to print optimization, and advice on how to manage them.

Annex B Managed Print Services Risks

Risks for clients departments to consider could include (but are not limited to):

B.1 Risk of excessive vendor control of the clients' imaging environment

Risk mitigation tactics generally include appropriate use of service level obligations. The contract will need to clearly detail expectations and repercussions if these expectations are not met. Above all the service level obligations must include clear language that is easy to understand and does not allow for multiple interpretations.

B.2 Risk of restructuring / consolidation within the industry

As with other contracts, it may be that restructuring and consolidation within a particular industry affect the services and service levels under an existing contract. These risks can be mitigated in part through appropriate service level obligations coupled with the inclusion of off-ramps within the contract, or the use of optional extensions to the contract (which may, or may not be, exercised).

B.3 Risk of having an unclear approach as which services to implement

It is important for clients to develop clear / concise technology and service roadmaps to help guide them through the change which is inherent with relinquishing an element of control of their imaging environment. It is suggested that government departments establish a print manager position, and work with PWGSC to refine the terms of reference of the position, within their organizations to assist with the development, promulgation, and maintenance of technology and service roadmaps.

B.4 Risk to departmental data security

If a vendor is asked to participate in the management of devices that are connected to the network, it will be important for government departments to fully assess any risks to data security within their organization. Government departments may choose an incremental approach towards MPS services, tied to the maturing of security processes / protocols within the department.

B.5 Risk of resistance to change within the organization

As with other organization change, a move towards increased vendor management of the print environment may be resisted by elements inside the organization that do not see value in the shift. It is important for government departments to understand and develop change management plans to ensure that the organizational change can occur in a manner which minimizes the impact to staff, and that the benefits are understood by all so as to ensure that the organizational change is successful.

B.6 Risk of unclear objectives and ability to track progress

In order to ensure that the project will deliver upon the expected savings and efficiencies it is important for government departments to develop and implement key performance indicators to assist with measuring, reporting and adjusting (if needed). In the context of cost-savings, where practicable, it would be highly advantageous if prior to undertaking the project, clients could develop an accurate accounting of the historical costs associated with the existing print environment, which would provide a benchmark against which progress could be measured and results assessed. Government departments should assess their ability to track progress and make adjustments as needed throughout the project. It may be

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that dedicated resources are needed to manage the project and track progress towards stated goals effectively.

In addition to the risks specifically detailed above, there may be significant organizational readiness, governance, technology roadmap, budgetary realignments, change management and other implications for departments planning to adopt MPS services in the hopes of generating efficiencies. The decision to transition an enterprise to a MPS solution requires a business decision at the highest organizational levels backed up with robust governance and change management within a technology road map. It is a major Information Technology and Facilities Management Project that crosses organizations boundaries and is deeply intertwined with the culture and performance of an organization.

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Annex C
Security Requirements Check List

Attached

Annex D
Periodic Usage Reports - Supply Arrangement

C.1 Detailed Report

NMSA Number: EZ107-120004/VAN/###
Quarter: [year-month-day] to [year-month day]
Organization: _____

Categories *	Department	Contracting Authority Name and Email	Destination Postal Code	Contract Number **	Contract Date	Contract Value ***

* The Categories cell must include all applicable Categories for that requirement, separated by commas. For example, if a requirement is for CS1, CS2, and CS3 services, then the Categories cell must state "CS1, CS2, CS3".

** If the line item is for an amendment, the Contract Number must include both the contract number and the amendment number in three digits, separated by a hyphen. For example, the third amendment for Contract EZ107-120004 would be labeled "EZ107-120004-003"

*** If the line item is for an amendment, the Contract Value must only be the value of the amendment. For example, if a Contract is issued for \$40,000 and then an amendment is issued for \$3,000, then the line item for the Contract would be \$40,000, and the separate line item for the amendment would be only \$3,000 (not \$43,000). Amendments must be listed in the quarter that they are issued, so an amendments may appear in reports months or years after the initial Contract is reported.