

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des
soumissions - TPSGC
11 Laurier St./ 11, rue Laurier
Place du Portage, Phase III
Core 0A1 / Noyau 0A1
Gatineau, Québec K1A 0S5
Bid Fax: (819) 997-9776

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution
Clothing and Textiles Division / Division des vêtements et
des textiles
11 Laurier St./ 11, rue Laurier
6A2, Place du Portage
Gatineau, Québec K1A 0S5

Title - Sujet CBSA UNIFORM PROGRAM	
Solicitation No. - N° de l'invitation 47131-144608/A	Date 2014-02-21
Client Reference No. - N° de référence du client 1000304608	GETS Ref. No. - N° de réf. de SEAG PW-\$\$\$PR-755-64720
File No. - N° de dossier pr755.47131-144608	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2014-03-21	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Specified Herein - Précisé dans les présentes Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input checked="" type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Benoit, Patrick	Buyer Id - Id de l'acheteur pr755
Telephone No. - N° de téléphone (819) 956-2598 ()	FAX No. - N° de FAX (819) 956-5454
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

**LETTER OF INTEREST
FOR
CANADA BORDER SERVICES AGENCY
UNIFORM AND EQUIPMENT
CONSOLIDATED CONTRACT**

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1. Requirement

The Canada Border Services Agency (CBSA) is seeking to establish a contract for end-to-end delivery of uniform design, manufacturing, inventory management and warehousing, ordering and order distribution, and program data management services. These services are required by the CBSA to ensure that its employees have timely access to the proper clothing and accessories specific to their roles and responsibilities within the organization to properly and safely perform their work.

In support of the CBSA uniform order management function, Canada is seeking access to the Contractor's, 24 hour-7 days a week available, web-accessible ordering system with the exception of short term maintenance periods agreed upon in advance by the Contractor and the CBSA. Canada will not host the application on Government premises, nor support and maintain it with Government staff.

Intent of this Letter of Interest

Commencing with the issuance of this LOI, the Crown is seeking input from industry on the most efficient way to implement an end-to-end uniform and equipment contract with the provisions for an on-line ordering system. Following the closure of the LOI, the Crown will note the level of interest from industry, review and analyse the input. The Crown will then develop a Request for Proposal (RFP) which will further detail how the initiative will be implemented. The Crown intends to post the RFP in the summer of 2014 for duration of 40 calendar days, and after evaluation of bids to move to contract award.

Canada may use the information gathered through this LOI to improve existing or future Consolidated Clothing Contracts for other federal organizations.

2. Overall Objectives

The approach to move to a consolidated contract will allow for lower administrative overhead, reduced inventory levels ("just in time delivery"), improved acquisition cycles, improved response times for corrective actions and continuous product improvement while allowing the clothing, textile and footwear industries to remain competitive, innovative and responsive.

While this initiative will provide the supply of uniform clothing and un-controlled individual equipment much like the traditional procurement approach currently does, the focus is much more on the type and extent of services which can be provided in terms of warehousing, inventory management, supply management, product development and improvement all aimed at providing efficiencies while increasing user satisfaction.

3. Cost Model

The CBSA is also seeking to ensure that the cost model adopted will provide for efficiencies, respond to changing market conditions, include allowance for performance measurement outcomes and provide predictability in the overall business volume of the requirement. The cost model adopted may include examination of the Basis of Payment including for example firm price, cost reimbursable with ceiling; the Method of payment including for example invoices, holdbacks and milestones and the provision of incentives based on performance measurement.

4. Procurement Management

This initiative will be conducted in keeping with the manner in which the Government of Canada conducts itself in the performance of procurement. The application of the over arching principle of integrity encompassing the values of openness, fairness and honesty in the procurement process are expected. The application of prudence, probity and transparency in all aspects of the procurement process will also be sought. The desired outcome will be a process by which efforts following the above principles have been made to provide opportunities to the clothing, textile and equipment industries. This is considered critical in ensuring that the above-mentioned industries remain competitive and innovative while increasing the efficiencies and benefits to the CBSA.

5. Inventory/Supply Management

The aim from an inventory and supply management perspective is to have inventory levels as close as possible to issue levels while meeting CBSAs operational needs. This effort must be balanced against the potential for stock outages as it provides an opportunity for significant efficiencies in a number of areas ranging from the cost of warehousing, capital investment and shrinkage/shelf life loss. The management of the current level of inventory for uniform clothing and equipment must be examined in context of the most efficient manner to have current inventory levels approach issue levels.

6. Key Performance Indicators

Key Performance Indicators (KPIs) may be developed to assist in the monitoring of contractual performance. KPIs may focus on the “perfect delivery” (the correct item in the correct place at the correct time), procurement management, cost and time savings and provision of the services. The KPIs will be used as a method to enhance performance. Finally, the KPIs may be used to provide Canada the ability to assess the overall benefit of a consolidated contract approach.

7. Environmental Considerations

The Government of Canada encourages the use of green/greener products and processes in the context of “value for money” and the life cycle management approach. The consideration for environmentally preferable goods and/or services may be provided for in this initiative.

8. Representative List of Items

The following list of uniform and equipment items is representative of the items that may be considered by the CBSA for inclusion into the resulting contract.

ITEM #	Description	Spec #
1	Defensive Spray Securable Holder	CBSA/ASFC-AR M-2013-06-001
2	High Visibility Earmuffs	CBSA/ASFC-AR M-2013-06-002
3	Rubber Grip Sleeves	CBSA/ASFC-AR M-2013-06-003
4	Safety Glasses - Regular	CBSA/ASFC-AR M-2013-06-004
5	Safety Glasses - Over-the-Glass	CBSA/ASFC-AR M-2013-06-005
6	Safety Glasses Case - Over-the-Glass	CBSA/ASFC-AR M-2013-06-006
7	Safety Glasses Case - Regular	CBSA/ASFC-AR M-2013-06-007
8	Serial Numbered Shipping Seals	CBSA/ASFC-AR M-2013-06-008
9	Small Shipping Case	CBSA/ASFC-AR M-2013-06-009
10	Large Shipping Case	CBSA/ASFC-AR M-2013-06-010
101	Name Tag, Metal, Gold	CBSA/ASFC- 2011-07-101
103	Gloves, White, Ceremonial	CBSA/ASFC-20 11-01-103
104	Name Tag, Fabric	CBSA/ASFC- 2011-07-104
105	Name Tag, Metal, Silver	CBSA/ASFC- 2011-07-105
106	Baseball, Cap	CBSA/ASFC- 2011-08-106
107	Hat, Tuque	CBSA/ASFC- 2011-09-107
109	Defensive Spray, Inert	CBSA/ASFC- 2012-11-109
110	Pants, Cargo, Male & Female	CBSA/ASFC- 2012-09-110

111	Cargo Belt, Leather 2"	CBSA/ASFC-2012-09-111
112	Concealment Belt, Leather	CBSA/ASFC-2012-09-112
114	Shirt, Duty, Male & Female	CBSA/ASFC-2012-09-114
115	Coveralls, Unisex	CBSA/ASFC-2012-10-115
116	Sweater, Unisex Coveralls, Unisex	CBSA/ASFC-2013-04-116
119	Hat, Fur, Winter, Unisex	CBSA/ASFC-2013-04-119
120	Shirt, Polo, Crested, Unisex	CBSA/ASFC-2013-05-120
121	Tie, Blue	CBSA/ASFC-2012-11-121
123	Shirt, T, Crested, Unisex	CBSA/ASFC-2013-05-123
125	Jacket, Bomber & Fleece, Unisex	CBSA/ASFC-2013-05-125
126	Sweatshirt, Crested, Unisex	CBSA/ASFC-2013-05-126
128	Shoulder Insignia	CBSA/ASFC-2013-08-128
129	Reflective Tape, Large & Small	CBSA/ASFC-2013-08-129

Footwear

The CBSA does not have an approved specification for protective footwear at this time. It is the expectation that the CBSA will engage the services of the resulting contractor to develop a specification. Once approved, the product will be amended into the resulting contract for acquisition, warehousing, supply and delivery.

9. Services

It is anticipated that Canada may be seeking the following services from the Contractor(s) in order to maximize the efficiency of the supply and management of the CBSA's uniform program:

- Transition in of existing stock levels
- Warehousing
- Order Process and Distribution
- Web Based Uniform Ordering and Management System
- Electronic and Telephone client support
- Product Improvement
- Management

-
- Inventory
 - Supply
 - Information
 - Item Data
 - Technical (Spec, pattern, grading)
 - Test Data
 - Trials
 - Quality Assurance
 - Specification Development
 - Distribution (Domestic and International)

10. Time Frames

The roll-out of this initiative is planned as follows:

RFP - Summer 2014
Contract Award - November 2014

11. Contract Implementation

The Contract will take a phased approach to implementation Phase 1 will encompass the development of the CBSA specific web ordering system, provision of CBSA Size requirements and annual entitlements to the supplier, transfer in of Government Supplied Inventory. There is a provision for this to occur over the course of a maximum of 3 months. Phase 2 will see the ongoing uniform and equipment supply and management. Phase 3 will encompass the transition of service delivery to the successor of the contract.

12. Industry Feedback

The CBSA is seeking feedback on this initiative based on the contents of this LOI. The feedback can expand on any aspect of the initiative including the list of items, potential services, cost model, procurement/supply/inventory management and/or the implementation approach. The industry point of view will be beneficial to assist TheCBSA in maximizing saving opportunities, increasing end-user satisfaction while providing opportunities for industry. As an example, the feedback can expand on a service that is currently being contemplated as part of this initiative or it can be a completely new service.

13. Industry Response

If you are interested in answering to this LOI, it is requested that as a minimum the following information be provided to the PWGSC representative noted below:

-
- 1) a letter indicating your interest and the level at which you would like to participate e.g. Lead Service Provider, Sub- Contractor, interested in the complete requirement, interested in a portion of the requirement; size of your company in terms of the number of employees, and the geographical area that your company may be able to serve, i.e. National, Pacific(British Columbia and Yukon), Western (Alberta, Saskatchewan, Manitoba, Northwest Territories and Nunavut), Ontario (Ontario excluding the National Capital Region), Quebec(Quebec, excluding Gatineau – Outaouais), Atlantic (New Brunswick, Nova Scotia, Newfoundland and Labrador and Prince Edward Island) and the national Capital region (Gatineau –Outaouais/Ottawa);
 - 2) a company profile indicating capability to assume the work i.e. managerial, financial and technical capabilities (1 page max);
 - 3) The designation of a Point of Contact (POC) including the name of the POC and contact information including phone number, e-mail address and mailing address;

You are also invited to provide the following:

- 4) an assessment or ideas on the overall approach contemplated by this LOI for the CBSA i.e. adequacy and clarity of stated requirement;
- 5) an assessment of/ideas on a cost model which provides cost savings, responds to economic changes in the clothing and textile industry, incorporates the use of performance measurement and provides predictability in the annual business volume of the requirement;
- 6) an assessment or ideas on the use of KPIs and some suggestions for specific KPIs
- 7) an assessment or ideas on the management of current CBSA inventory. e.g. initial transfer;
- 8) an assessment or ideas on the range of services expected and suggestions for additional services that may be offered or services that should remain with Government;
- 9) an assessment or ideas on the timelines;
- 10) ideas on environmental consideration for incorporation;
- 11) any additional information that would be useful for the GOC to consider in the implementation of this initiative;
- 12) an assessment or ideas on the purchase descriptions of the items ;and
- 13) an assessment or ideas on the draft RFP.

Solicitation No. - N° de l'invitation

47131-144608/A

Amd. No. - N° de la modif.

File No. - N° du dossier

pr75547131-144608

Buyer ID - Id de l'acheteur

pr755

CCC No./N° CCC - FMS No/ N° VME

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

1000304608

14. Public Works and Government Services Canada Contact Information

Name: Patrick Benoit

Title: Supply Team Leader

Public Works and Government Services Canada

Acquisitions Branch

Commercial and Consumer Products Directorate (CCPD)

Clothing & Textiles Division

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11 Laurier Street

Gatineau, Quebec K1A 0S5

Telephone : 819-956-2598 Facsimile: 819-956-5454

E-mail address: patrick.benoit@pwgsc.gc.ca

**ANNEX A
DRAFT STATEMENT OF WORK (SOW)**

UNIFORM SUPPLY AND MANAGEMENT SERVICES

SW1.0 INTRODUCTION

The Canada Border Services Agency (CBSA) ensures the security and prosperity of Canada by managing the access of people and goods to and from Canada.

The CBSA is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, which meet all requirements under the program legislation.

The CBSA carries out its responsibilities with a workforce of approximately 14,000 employees, including over 8,000 uniformed CBSA border services officers (BSOs) who provide services at approximately 1,154 points across Canada and at 39 international locations:

- The CBSA manages 117 land-border crossings and operates at 13 international airports. Of these land-border crossings, 61 operate on a 24/7 basis, as well as 10 of the international airports. For more information about CBSA locations, please refer to:
<http://www.cbsa.gc.ca/contact/listing/indexpages/index-e.html>
- BSOs carry out marine operations at major ports, the largest being Halifax, Montréal and Vancouver, and at numerous marinas and reporting stations.
- BSOs also perform operations at 27 rail sites.
- The CBSA processes and examines international mail at three mail processing centres.

(For additional information please see <http://www.cbsa.gc.ca/agency-agence/what-quoi-eng.html>)

Uniformed Officers

It is the policy of the CBSA that BSOs and other officers of the CBSA engaged in the enforcement of program legislation administered or enforced by the CBSA wear protective and defensive equipment when dealing with members of the public or when likely to encounter members of the public. Further, the CBSA uniform also includes the clothing that may be issued to the CBSA officers engaged in other enforcement duties that clearly identifies them as members of the CBSA, such that the appearance and dress reflect the professional image of the CBSA and the public service.

The Uniform and Equipment Unit of the CBSA is responsible for the sourcing, design and delivery of uniform components to all employees entitled to wear a CBSA uniform. As indicated above, there are approximately 8,000 BSOs across Canada to whom the CBSA provides uniform clothing (work and dress). While the dress uniform is currently provided to approximately 1000 BSOs across Canada, the CBSA is interested in extending this availability to all BSOs.

CBSA Uniform Allocation

Uniform garments are ordered for newly hired CBSA employees entitled to wear a uniform in the performance of their work at the time of hiring, and are also ordered to replace the worn out garments of existing CBSA employees.

The distribution of uniform components under the existing CBSA Uniform Program is currently allocated by yearly entitlement, and as such, each Uniform Item has been assigned a yearly lifecycle which in turn is used to determine the number of items of that type an employee is entitled to receive on a yearly basis.

As part of the overall change to the way in which the uniform program will be administered, the CBSA is changing the current system (i.e. yearly entitlement) to acquire uniform items. The change will be to a dollar-based system, which will involve indicating the value (in dollars) of the various available items, and will allow employees with an available fund allocation (based on position and yearly renewal and

replenishment) from which to acquire the uniform items, at the employee’s discretion provided the employee has the available “funds” to acquire the desired item (and it is available for order within the employee’s entitlement).

Regarding newly hired CBSA employees/ needs, the CBSA currently does seven (7) intakes per year, of approximately 504 new employees per intake, with staggered starting dates for each class. The timelines for new intakes of recruits are typically known well in advance (e.g. up to a year ahead of time) and will be communicated to the Contractor to alert them to expected peaks in ordering.

SW2.0 REQUIREMENT

End-to-end delivery of uniform design, manufacturing or subcontracting, inventory management and warehousing, ordering and order distribution, and program data management services are required by CBSA to ensure that its employees have timely access to the proper clothing and accessories specific to their roles and responsibilities within CBSA to properly and safely perform their work.

Canada requires a qualified contractor for the provision of Uniform Supply and Management services, including but not limited to uniform design, manufacturing, inventory management and warehousing, ordering and order distribution, and program data management services as further described within this SOW.

In support of the CBSA uniform order management function, Canada is seeking access to the Contractor’s, 24 hour-7 days a week available, web-accessible ordering system with the exception of short term maintenance periods agreed upon in advance by the Contractor and CBSA. Canada will not host the application on Government premises, nor support and maintain it with Government staff.

SW3.0 BUSINESS OBJECTIVES

CBSA requires the following services to support its uniform program delivery:

- i. on-going uniform manufacturing services, including quality assurance activities related to the overall finished product;
- ii. on-going warehousing and inventory management of CBSA uniforms and related items;
- iii. on-going order processing and distribution services for CBSA uniform orders, including quality assurance activities related to the timeliness and accuracy of the completed orders, utilizing a secure, web-based ordering system and a complete and up-to-date CBSA Uniform Catalogue;
- iv. on-going client support services, including related communications and client satisfaction monitoring activities;
- v. on-going reporting and data management activities; and
- vi. “As and when requested” professional services, including re-designs based on CBSA employee feedback.

SW4.0 DEFINITIONS

Term/Acronym	Definition
Batch shipment	A delivery shipment containing more than one order within the shipment.
BSO	Border services officer
Bulk Order Items	Uniform clothing items bought in large quantities, and distributed after delivery.
CBSA	The Canada Border Services Agency

Term/Acronym	Definition
CBSA Uniform Catalogue	The current collection of the CBSA uniform items, including the detailed design and manufacturing specification for each uniform item.
CBSA Uniform Item Specifications	The minimum per-uniform item design and manufacturing requirements identified by CBSA with respect to garment labelling, packaging, colour(s), material(s) used, stitching instructions, sewing instructions, and sizing.
Custom Order	Uniform item orders for non-standard items, which may include but are not limited to uniform components for employees with allergies to types of fabrics or fabric dyes, and custom sizing for employees not able to order off of the standard range of available sizes or requiring special alterations for medical reasons (e.g. mastectomy or to accommodate an insulin pump, etc.).
Manufacturer's Defects	<p>Manufacturer's Defects includes but is not limited to:</p> <p>Sewing defects - include open seams, wrong stitching techniques used, same colour garment, but usage of different colour threads on the garment, miss out of stitches in between, creasing of the garment, erroneous thread tension and raw edges;</p> <p>Colour effects – include a difference of the colour of final produced garment to the sample shown, accessories used are of wrong colour combination and mismatching of dye amongst the pieces;</p> <p>Sizing defects – include wrong gradation of sizes, a difference in measurement of a garment part from another (for example- sleeves of 'XL' size but body of 'L' size); and</p> <p>Garment defects – include faulty zippers, irregular hemming, loose buttons, improper button holes, uneven parts, inappropriate trimming, and a difference in fabric colours.</p>
Mode	Within CBSA, refers to various methods of transportation (i.e. marine, air, rail and highway). Uniformed CBSA BSOs working in these various modes may be entitled to different uniform components, based on the environment in which they work.
Return Merchandise Authorization	<p>A numbered authorization provided by the Contractor to permit the return of a product. Returns may be due to manufacturer defect and/or incorrect sizing.</p> <p>The initiation of the Return Merchandise Authorization process alerts the Contractor to the return and CBSA can use the Return Merchandise Authorization number to inquire on the progress of a return.</p>
SOW	Statement of Work
Styling Sample	A prototype sample for the purposes of demonstrating a new or revised uniform item design, provided by the Contractor to CBSA for approval prior to developing a Pre-Production Sample.
Successor	The entity (whether it is CBSA or a new Supplier) to whom the incumbent Contractor must provide materials and information to during the transition of service delivery at the expiration of the Contract.
Uniform Restricted Items	Items that bear the CBSA logo or the Canada word-mark, or as may be so

Term/Acronym	Definition
	<p>designated from time to time by Canada for the duration of the Contract. Uniform components classed as a restricted item are subject to a requirement for secure destruction rather than disposal.</p> <p><i>Note: Shoulder boards (or rank insignia) are not considered Restricted Items.</i></p>
User Profile	<p>Information relating to a CBSA employee (i.e. end user) of the Contractor's Web-based Uniform Ordering and Management System , including user account name, password, employee/identification number, rank, location of delivery and uniform measurements.</p>

SW5.0 APPLICABLE DOCUMENTS

5.1 The following documents provide guidance for the provision of Uniform Supply and Management Services. The Contractor must conform to and maintain working knowledge of the Government of Canada requirements, including, but not limited to, all amendments, any superseding instruments, and any subsequent requirements (i.e. regulations, directives, standards, etc.):

- i. *The Official Languages Act:*
<http://laws.justice.gc.ca/en/O-3.01/>
- ii. *The Privacy Act:*
<http://laws.justice.gc.ca/en/P-21/>
- iii. *Access to Information Act:*
<http://laws.justice.gc.ca/en/A-1/>
- iv. *The Policy on Privacy Protection:*
http://www.tbs-sct.gc.ca/Pubs_pol/gospubs/TBM_128/CHAP1_1-2_e.asp
- v. *The Personal Information Protection and Electronic Documents Act:*
<http://laws.justice.gc.ca/en/P-8.6/>
- vi. *Treasury Board of Canada Secretariat Standard on Web Accessibility:*
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=23601>
- vii. *Policy on Access to Information:*
http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_121/CHAP1_1_e.asp
- viii. *Policy on Management of Information Technology:*
http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/TB_IT/pmit-pgti_e.asp
- ix. *Communications Policy of the Government of Canada*
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>

SW6.0 SCOPE OF WORK

6.1 Phased Implementation Approach

6.1.1 The Contractor will receive written notification from the Project Authority and must not proceed to work on any Phase of the Work prior to receiving the written notification from the Project Authority for each

Phase of the Work as described herein the Contract. The Project Authority will provide a copy of the notification to the Contracting Authority.

6.1.2 Work under the Contract must be conducted in the following Phases:

6.2 Phase 1 – Transition-In

6.2.1 The primary objective of this phase is to facilitate a smooth and seamless transition of Uniform Supply and Management service delivery from CBSA to the Contractor.

6.2.2 CBSA anticipates a period of not more than four months will be necessary to complete transition-in of the Contractor's services. The required date of commencement of Phase 2 via the Contractor must be no later than four (4) months after contract award.

6.2.3 During the Transition-In phase, the Contractor must work collaboratively, cooperatively and in good faith with CBSA in the effective and timely transition from the delivery of services to the delivery of services by the Contractor.

6.2.4 The Contractor must confirm with CBSA business requirements of the Uniform Program and provide best practices advice on ways to best transition internal processes to be most compatible with a turn-key uniform supply solution.

6.2.5 Upon contract award, the Contractor must review the CBSA's Uniform Entitlement breakdown charts and develop and recommend a methodology for uniform acquisition and replacement, which may include:

- i. Applicable dollar values to acquire each item;
- ii. Procedures to be undertaken to provide maternity uniform component items, and uniform items available as a result of a temporary and or special assignment;
- iii. Any available over-entitlement process to accommodate employees who require an item but who have already exhausted their available uniform allocation; and
- iv. Procedures to be undertaken to provide uniform items on a priority basis (i.e. receive a Rush Order).

6.2.6 Upon contract award, the Contractor must review the format and fields of the CBSA's current uniform specifications and provide suggestions as to possible improvements wherever practicable.

6.2.7 Upon contract award, the Contractor must provide advice and recommendations on the process to handle Uniform Restricted Items.

This may include but is not limited to the adoption of a process whereby the Contractor would be required to sew the flashes or other insignia onto any items that require these identifiers (e.g. shirts, jackets, etc.) at the time of order placement rather than holding prepared stock in advance, in an effort to reduce the sensitivity of the remainder of the uniform items, and the amount of materials that require secure storage and destruction.

6.2.8 Upon Contract award, CBSA will provide to the Contractor, an electronic copy of the most current version of the following information:

- i. The CBSA Uniform Catalogue in electronic format which contains the detailed uniform specifications;
- ii. The CBSA Scale of Entitlements tables, which include a breakdown of what each position, rank or mode of CBSA employee eligible to wear a uniform (e.g. BSOs in a variety of modes, recruits, trainers, and management) is allowed to order, including an applicable valuation to acquire each item (i.e. dollar value to purchase, out of an available fund allocation);
- iii. CBSA's Uniform ordering process (i.e. business rules) for uniform ordering, such as initial uniform entitlement, renewal procedures and timing, and any additional procedures (for example, procedures for temporary assignment or maternity); and

- iv. An export of the database schema inclusive of uniform entitlements based on work modes to be used by the Contractor to populate the Contractor's database. The database export will be formatted either as an Excel file or as a flat text file (e.g. comma separated values (CSV) format).
- 6.2.9 No later than 45 calendar days after Contract award, the Contractor must submit for approval by the Project Authority, a comprehensive Transition-In Plan. The Transition-In Plan must present in chronological order, the detailed description of each action item the Contractor must complete in order to ensure the seamless implementation of services. Additionally, the Contractor's Transition-In Plan must detail the administrative actions required to manage the data and inventory of the CBSA Uniform Program. Elements to be included within the Contractor's Transition-In Plan include the following:
- i. Confirming the format of all necessary data fields that will constitute a CBSA User Profile within the Contractor's on-line ordering system;
 - ii. Populating the Contractor system or database with uniform component information;
 - iii. Populating the Contractor system or database with User Profile data including current available entitlement;
 - iv. Confirming the proper process for providing order tracking information in response to an order submitted by mail or facsimile (i.e. not through the Contractor's web-based ordering system);
 - v. Adapting, as necessary, the Contractor's database structure and graphical user front-end interface of its online ordering system to comply with CBSA's defined business rules and data format (e.g. for User Profile information and for Uniform Entitlement allotment rules);
 - vi. User Acceptance Testing by the Project Authority of the Contractor's Web-Based Uniform Ordering and Management System. This includes confirmation of all necessary data fields and database contents, such as the uniform entitlement system and CBSA Uniform Catalogue components, in accordance with the requirements described in section 6.5.6 (*Web-Based Uniform Ordering and Management System*).
 - vii. Formal written acceptance of the Contractor's Web-Based Uniform Ordering and Management System by the Project Authority is required prior to the Service Commencement Date.
- 6.2.10 Upon the Canada's acceptance of the Contractor's Transition-In Plan, the Contractor must implement the Transition-In Plan.
- 6.2.11 The Project Authority will provide the Contractor with a final flat file export to ensure accurate and up-to-date information is in the Contractor's system as of the Service Commencement Date.
- 6.2.12 The contents of the CBSA's Uniform Item Catalogue, which contains the complete set of CBSA Uniform Item Specifications must be incorporated into and made available for use within the Contractor's Web-Based Uniform Ordering and Management System within ninety (90) calendar days of Contract award.
- 6.2.13 The Contractor must receive, prepare and be able to re-distribute any Transition-In Inventory from CBSA no later than one week prior to the beginning of Phase 2.
- 6.2.14 CBSA will make arrangements, at its sole expense, to deliver the Transition-In Inventory to the Contractor on the agreed upon date.

6.3 Phase 2: On-going Uniform Supply and Management

- 6.3.1 Once the Transition-In Plan and related Work as set out in Phase 1 have been completed to the satisfaction of CBSA and the Contractor's Web-Based Uniform Ordering and Management System has been accepted by the Project Authority as fully functional, CBSA will commence operational usage of the Contractor as the primary portal for uniform ordering, distribution and management services.
- 6.3.2 The Contractor must operate, maintain and provide access to the Contractor's secure Web-Based Uniform Ordering and Management System to CBSA end users. The Contractor must provide on-going Uniform Supply and Management services (as described in detail below at section 6.5 "On-going

Uniform Supply and Management Services”, including but not limited to uniform design, manufacturing, inventory management and warehousing, ordering and order distribution, and program data management services during the initial period of the Contract, and any extension.

- 6.3.3 The Contractor must provide advice and recommendations on the possible disposition of any existing over-stock of uniform components, including any items that are deemed no longer suitable for distribution to BSOs (e.g. discontinued uniform designs, non-matching dye-lots, poorly sized articles, etc.).
- 6.3.4 At Canada’s sole discretion, from time to time, upon thirty (30) calendar days notice by CBSA it may change the list of items within the CBSA Uniform Catalogue, by adding, deleting or modifying. Changes may constitute any of:
- i. Removal of item(s) due to changes in the uniform standard or as a result of consistently poor client reviews or historical lack of usage of an item.
 - ii. Uniform component redesign;
 - iii. Addition of item(s), due to changes in the uniform standard or as a result of client requests, supported in part by the Contractor’s use of client satisfaction surveys; and
 - iv. Addition of non-garment uniform components, including but not limited to shoulder insignia, holsters, protective vests and other items, some of which may require additional security measures must be implemented to ensure the proper controls are in place with respect to handling, storage, access, and shipment of these items.

6.4 Phase 3 – Transition-Out

- 6.4.1 At the request of the Project Authority, the Contractor must provide support for transition of service delivery from the Successor.
- 6.4.2 During the Transition-Out Phase, the Contractor must work collaboratively cooperatively and in good faith with CBSA in the effective and timely transition from the delivery of services by the Contractor to the delivery of services by the Successor.
- 6.4.3 **Transition Planning**
- i. Within 30 business days of CBSA’s request, Contractor must develop a **Transition-Out Plan**, which must include a strategy to efficiently and effectively transfer all Contract activities from the Contractor to the Successor, without service disruptions to the CBSA. As part of the Transition-Out Plan, the Contractor must submit an MS EXCEL report to CBSA with the minimum quantities to be purchase in accordance with Inventory Buy-Back described in the Basis of Payment. The Contractor must also provide inventory and sales reports with the Transition-Out Plan.
 - ii. The Transition-Out Plan must be approved in writing by Project Authority prior to its implementation by Contractor.
 - iii. Upon acceptance by CBSA, the Contractor must implement the Transition-Out Plan and report to CBSA on a bi-weekly basis (and on an as-requested basis by CBSA), the status of the Transition-Out Plan activities for which the Contractor is responsible, issues or obstacles to meeting the schedule time lines and corrective actions taken.
 - iv. During the Transition-Out Period, up to the expiration date of the contract, the Contractor must maintain services to CBSA, as described in Phase 2, and must transfer data, documentation and any other required items to the Successor, as specified by the CBSA Project Authority in a timely and secure manner.
 - v. Upon acceptance of the Contractor’s Transition-Out Plan, CBSA verify the completion of all contractual requirements and review all data, documentation and any other required items returned by the Contractor. CBSA will notify the Contractor of where and when the data, documentation and any other required items are to be returned.

6.4.4 Return of CBSA Data and Information

- i. At the end of the Contract Period, the Contractor must return all data it has collected during the course of providing Uniform Management and Supply services (such as but not limited to BSOs data and order histories) to CBSA in the format required by CBSA;
- ii. At the end of the Contract, the Contractor must return all uniform designs developed or modified during the Contract to CBSA in the format required by CBSA, free of all Contractor labels, brandings and identification markings; and
- iii. At the end of the Contract, the Contractor must return the CBSA Uniform Specifications and related guidelines to CBSA in the format required by CBSA, free of all Contractor labels, brandings and identification markings.

6.5 On-going Uniform Supply and Management Services

6.5.1 The Contractor must provide the following services during Phases 2 and 3 of the Contract in accordance with the Service Standards outlined in section –

6.5.2 Manufacturing services

- i. The Contractor must manufacture or sub-contract uniform clothing components in accordance with the defined requirements within the CBSA Uniform Specifications. CBSA reserves the right from time to time to add or remove items from the catalogue, as further described in section 6.3.4.
- ii. The Contractor must monitor the quantities of uniform items ordered that fall outside the range(s) of standard sizing (i.e. Custom Orders) and must periodically adjust its standard sizing charts to include any frequently ordered items which fall outside the existing sizing chart ranges;
- iii. The Contractor must ensure that uniform items are labelled in accordance with the Canadian General Standards Board (CGSB) standard CAN/CGSB-86.1-2003 and in accordance with any special instructions, as detailed within a given garment specification, as included in CBSA Uniform Specifications;
- iv. The Contractor must ensure it has a process in place to facilitate custom, and special (including maternity) orders; and
- v. All manufactured garments, must meet or exceed the approved Styling Sample for that type of uniform component. Further, all components of each garment must be cut in accordance with the best practice of the industry to ensure the best wearing qualities, appearance, minimum seam pulling, twisting, puckering and ensure there is no discernible difference in shade between the body components. Unless directly stated otherwise in the detailed specifications (e.g. in collars, waistbands, etc) all shell body components must be cut in the same direction of the fabric so that the warp will run in the vertical direction on all parts.

6.5.3 Quality Assurance Processes

The Contractor must ensure that each uniform item shipped by the Contractor to the End-User complies with the quality standards of requirements defined within the CBSA Uniform Specifications, prior to shipment.

a) Inspection and Test Plan (ITP):

The Contractor must develop and implement an ITP for each wardrobe item, defining the complete manufacturing cycle, the process controls in place at each stage, the location and method of verification within the manufacturing process, the acceptance criteria and the kind of records created.

b) Fabric Testing:

Upon request by the Technical Authority in relation to a proposed change in the type of fabric used to manufacture a uniform component item, the Contractor must provide independent laboratory test data to demonstrate the suitability of the materials selected for the intended use and to verify the conformance of materials to the design requirements.

c) Traceability of Materials:

The Contractor must have a system to trace, from the garment label, the lot number, date of manufacture and origin of fabrics used in any garment.

d) Wear Testing:

The Contractor must conduct garment wear testing processes) This may include, but is not limited to:

- developing wear test survey(s),
- maintaining wear tester lists,
- randomly selecting wear test participants based on selection criteria provided by CBSA and recommendations offered by the Contractor; and
- compiling the surveys returned by the employees, and generating reports which indicate client feedback.

e) Fit Testing:

The Contractor must conduct fit tests on live models to verify the fit, ease, appearance and drape of garments and to verify that the measurement charts provided by the Contractor for use when ordering are correct.

The sizes to be fit tested must include as the median and both extremes of the normal size range for each garment. Fit testing of other sizes will be at the Contractor's discretion

f) Lot by Lot Testing:

Approval of lot-to-lot variations in colour, must be pre-approved by the CBSA Technical Authority.

6.5.4 Warehousing and Inventory Management

- i. The safety and security requirements mentioned are in addition to any other safety and security requirement that may be required elsewhere the Contract.
- ii. The Contractor must ensure that all CBSA uniform component inventory is warehoused in a secure facility with controlled access.
- iii. While being stored or shipped, all uniform components must be safeguarded against theft or loss and kept clean and unwrinkled in a climate-controlled environment that will ensure the items are not subject to water, dampness, fire, chemicals, excessive heat or cold, soiling, stagnant air, odours, insects and pests, damage or alteration. CBSA will not be held liable for any shipments received that contains any of the above damage or for any components that are not in accordance with the Contract.
- iv. For any items returned as damaged and not suitable for resale or discontinued by CBSA, where the items belong to the category of Uniform Restricted Items (i.e. they contain the CBSA or Canada word mark or are designated as a restricted item by the Project Authority during the Contract) the Contractor must destroy the items, upon authorization by CBSA, and must provide the Project Authority a certification of secure destruction upon completion.
- v. The Contractor must at all times maintain a level of inventory in order to supply CBSA employees with the required uniform items within the stipulated Order Processing Times (refer to the Order Processing Timetable in section 11.1.3.). CBSA will not be held financially liable for any excess inventories.
- vi. The Contractor must provide and maintain an inventory tracking system to record placed orders, track inventory, review and report on consumption of inventory items, monitor costs and produce reports on any combination of these activities. This system must not contain proprietary rights that would prevent the electronic transfer of information to CBSA.
- vii. The Contractor must have a system in place with the capability of distinguishing between Canada-Owned Inventory and Contractor-Owned Inventory. The contractor must sell or use Canada-Owned Inventory as a priority before selling Contractor-Owned Inventory, when both are in stock.

- viii. The Contractor must maintain accurate and up to date records to provide CBSA any of the following: documenting evidence of garment delivery to final destination; shipping status and location of shipment while in transit; inventory status; review consumption; monitor costs; and any forecasting and planning data required to fulfill orders.
- ix. The Contractor must have in place a returns and exchange system. Any returns due to CBSA's error will be shipped at CBSA's expense. Any returns due to the Contractor's error will be shipped at the Contractor's expense.

6.5.5 **Order Processing and Distribution**

- i. The Contractor must have in place a means to process orders, product returns, and exchanges.
- ii. The Contractor must provide the means such that valid orders can be placed by CBSA employees using the employee's entitlement funds through two ordering portals:
 - Using a paper-based format, where a CBSA employee may submit orders on hardcopy Order Forms either by mail or by fax to the Contractor; and
 - Using the Contractor's secure Web-Based Uniform Ordering and Management System (as described in section 6.5.6 below);
- iii. The Contractor must develop and maintain all order forms in both of Canada's official languages (English and French).
- iv. The Contractor must obtain acceptance from the Project Authority before implementing any modification to the order forms. Modifications to the order forms or ordering process:
 - The Project Authority may amend the design of the order form or ordering process upon thirty (30) days notice and within that time, the Contractor must implement the amended design of the order form or ordering process; and
 - Any other order forms required to be developed or distributed by the Contractor will be determined by the Project Authority as and when needed.
 - The Contractor must have a process to handle and prioritize rush orders.
 - The Contractor must deliver ordered uniform items from the Contractor's distribution warehouse(s) to the shipping address related to each order placed by CBSA employees. National and international deliveries may be required by CBSA and destinations will be specified at time of orders. Where practical, and while respecting order processing times, individual orders to be shipped to the same destination are to be consolidated into a Batch Shipment. The Contractor must ship all orders in accordance with the shipping methods outlined in section 11.1.4.
- v. The Contractor must include a Packing Slip indicating the purchase order (if applicable), CBSA employee identifier (e.g. Personal Record Identifier), complete shipping address, description of contents, quantity ordered, and a signature field for sign off by the employee receiving the order. In regards to shipments:
- vi. If an order is partially shipped, the packing slip must clearly identify the quantity ordered, quantity shipped, quantity back ordered, and expected delivery date;
- vii. The Contractor must ensure that each order within a Batch Shipment is packaged in a separate shipping container (i.e.; cardboard box, or other type of container to package an order) with the packing slips related to each separate order within each shipping box;
- viii. Where practical, a shipping box may contain multiple orders for a single employee. For clarity, if an employee places three separate orders on the Contractor's web-based system on the same day, the three orders may be placed in the same shipping box; and
- ix. The Contractor must use packing methods and shipping boxes that are durable enough to withstand a minimum of two shipments and not easily damaged during the shipping process, since the boxes used by

the Contractor to ship the ordered uniform items to CBSA employee may also be used to return damaged or incorrect uniform items to the Contractor, when required.

In addition to packing slips, the following must be included with each individual shipment:

- i. Returns Instructions: A copy of the returns instruction guide, which includes a copy of the returns form (as further described in section 7.5).
- ii. The Contractor must replace and ship all items returned by CBSA employees due to manufacturer defect or delivery of incorrect size or item (regardless of the age of the garment as long as it has not been altered, embroidered, washed, and dry cleaned or worn) at the Contractor's cost. In order to initiate this return process:
 - The CBSA employee will communicate with the Contractor's Client Support service to receive proper Return Merchandise Authorization (RMA) instructions; and
 - The returns instruction guide included within each order should facilitate this process.

6.5.6 **Web-Based Uniform Ordering and Management System**

- i. The Contractor must provide an electronic storefront (i.e. Web-Based Uniform Ordering and Management System) on a Contractor-hosted Internet site.
- ii. The Contractor must maintain the customized Web-Based Uniform Ordering and Management System, which must be subject to review and approval by the Project Authority;
- iii. The Contractor must administer the web-based system and process all orders placed by CBSA employees via the web-based system, with the use of the Contractor's on-line catalogue of uniform items, according to CBSA Uniform Specifications;
- iv. The Contractor must provide a secure, online, bilingual (English and French interfaces), ordering system, for CBSA employees to place orders. The Contractor's Web-Based Uniform Ordering and Management System, in the event of failure, must be able to be recovered to its prior operational state within 12 hours. The contractor's web-based uniform ordering and management system, in the event of disaster, must be able to be reconstituted to its prior operational state with the last transaction committed to its database. The exception of short maintenance periods agreed upon in advance by the Contractor and the Project Authority.
- v. The Contractor must reserve a section within the system for CBSA communiqués and updates, as approved by the Project Authority.
- vi. Access to the Contractor's Uniform Ordering and Management System must be restricted to authorized CBSA employees only, and must require a unique user account name and password for each CBSA employee.
- vii. The contents of the CBSA's Uniform Item Catalogue, which contains the complete set of CBSA Uniform Item Specifications must be incorporated into, maintained up to date and made available for use within the Contractor's Web-Based Uniform Ordering and Management System.
- viii. The Contractor's Web-Based Uniform Ordering and Management System must:
 - Display the applicable acquisition value (in dollars) as well as written and pictorial descriptions (including front and back) of all currently available uniform components items available for order via employee fund allocation or direct delivery system (for any established over-entitlement process to allow uniform ordering when the fund allocation is exhausted); and
 - Update information within 10 calendar days after receiving written notification from CBSA of a change or addition to the inventory of uniform items.
- ix. The Contractor's Web-Based Uniform Ordering and Management System must include a measuring guide for use by CBSA employees;
- x. The Contractor's Web-Based Uniform Ordering and Management System must provide a built-in help-site guide;

- xi. The Contractor's Web-Based Uniform Ordering and Management System must provide a complaint form must be available for electronic submission, with a tracking number to facilitate the resolution process;
- xii. The Contractor's Web-Based Uniform Ordering and Management System must provide the functionality to set tombstone data (such as financial coding fields, destination addresses, user account names, ranks, etc.) to mandatory fields so orders are not delayed. There must be a defined process in place to allow the Contractor or a designated CBSA employee (e.g. Supervisor) to enter these values;
- xiii. The Contractor's Web-Based Uniform Ordering and Management System must provide a personal information section where an individual personal profile can be updated by an authorized user, as determined by the Project Authority;
- xiv. The Contractor's Uniform Ordering and Management System must also have the capability to track orders, post back orders, generate reports, record uniform issue history by employee, and allow the change of delivery location, in response to a transfer of an employee to a new region;
- xv. The Contractor's Web-Based Uniform Ordering and Management System must allow an authorized CBSA employee (e.g. Supervisor) to produce reports to accurately identify: order activity, cost and customer service activity. Reports must have a query-down capability in order to provide more detail on specific issues and highlight common issues or problem areas;
- xvi. The Contractor's Web-Based Uniform Ordering and Management System must provide a tracking system to monitor uniform entitlement usage for each CBSA employee, and advise the employee of the funds available after the purchase of an item. The Contractor's system must ensure that maximum entitlement for each employee is not exceeded when an order is being placed (i.e. an employee cannot carry a negative fund allotment);
- xvii. The Uniform Ordering and Management System must allow authorized CBSA employees to order uniform items (i.e. both work and dress items as applicable) and have the order delivered to the region associated with the CBSA employee who placed it;
- xviii. The Contractor's Web-Based Uniform Ordering and Management System must acknowledge all orders directly to the employee immediately after an order has been received by the system, with an expected delivery date of the order;
- xix. The Contractor's Web-Based Uniform Ordering and Management System must provide the ability to track an order from the time of receipt by the Contractor until delivery to the order recipient;
- xx. The Contractor's Web-Based Uniform Ordering and Management System must provide a built-in historical data system to view previous orders and uniform items received by individual CBSA employees;
- xxi. The Contractor's Web-Based Uniform Ordering and Management System must provide the ability to order by individual or in bulk order form;
- xxii. The Contractor's Web-Based Uniform Ordering and Management System must provide the ability for CBSA employees on special assignment to order uniform items without affecting fund allocation for regular duties.

6.5.7 **Data Management and Reporting**

Data Management

- i. The Contractor must manage and administer the CBSA Uniform Program in accordance with the CBSA uniform entitlement control system or any replacement methodology provided to the Contractor based on internal CBSA decision to revise the process over the duration of the Contract, such as but not limited to a decision to use funds as the method of uniform valuation instead of an order limit based on useful lifecycle of a particular garment. The Contractor must utilize its Web-Based Uniform Ordering and Management System to support this functionality.

- ii. The Contractor must update the CBSA Uniform Specifications based on the CBSA's acceptance and approval of any newly designed uniform component item or fabric or design requirements. Updates must be completed and provided to the Technical Representative within thirty (30) days of the approved design or modification;
- iii. The Contractor must create and maintain a secure electronic database, that includes a record of all CBSA Uniform Supply and Management transactions, including but not limited to all employee data and measurements, orders, returns, exchanges, shipments made and received, entitlement data, and any other information collected and processed.
- iv. The Contractor must provide, in an electronic medium compatible to the CBSA's systems, a copy of the Computer Database, at any time as reasonably requested by the Project Authority, and at the expiration or termination of the Contract.
- v. The Contractor must populate its entitlement control database with the necessary historical CBSA data pertaining to available uniform component items, employee profiles and entitlement rules prior to the commencement of CBSA usage of the Web-Based Uniform Ordering and Management System (as further described in section 6.5.6);
- vi. The Contractor must continue to maintain its entitlement control database in an up-to-date state (i.e. the creation of new system User Profiles for new CBSA employees, and the deactivation of User Profiles, as required) in accordance with the methodology established in Phase 1; and
- vii. The Contractor must utilize its entitlement control database and any other information collected to determine the following:
 - identify any newly entitled CBSA employees and provision the employees' profiles with the correct initial uniform entitlement based on the applicable rank or position and or mode of each employee;
 - identify any changes in a CBSA employee's uniform entitlement and make any corrective changes necessary to the employee's available fund allocation (e.g. at fiscal year beginning, as a result of a job change);
 - track CBSA employee fund allocation usage;
 - retain a history for all CBSA employees, which includes sizing measurements, ordering history (including returns) and fund allocation usage, language preference, and movement within job / uniform entitlements for each employee; and
 - forecast usage for planning and program management purposes

SW7.0 Reporting and Key Performance Indicators

- i. The Contractor must provide reports and analysis in an efficient and effective manner for any data collected and stored related to its provision of Uniform Supply and Management services to CBSA such as, but not limited to, inventory holdings, ordering patterns and history, returns, exchanges, deliveries, pricing, or any other information collected by the Contractor for any time period as requested by the CBSA.
- ii. The Contractor must establish and use a computerized tracking system suitable for immediate, up-to-date reporting (real-time reporting is preferable), for the report types listed below. The Contractor must provide reports according to the identified reporting frequency, in an agreed-upon electronic format which must be compatible with CBSA systems (e.g. Microsoft Word and Excel) or when requested, in paper format. These reports are to be received by CBSA within 10 business days from the request. **User Fund Allocation** (Upon CBSA Request) - The Contractor must report on the status of each CBSA employee's uniform entitlement fund allocation (i.e. remaining balances, any accounts over-drawn etc.) This report must be produced for individual employees, for all employees within a single delivery location, for all employees within a region, or for all CBSA, depending upon the request from authorized CBSA personnel;

- iii. **Inventory Levels** (Upon CBSA Request) – The Contractor must report on inventory quantities in stock showing Contractor’s current inventory levels by uniform item and size.
- iv. **Usage** (Upon CBSA Request) – The Contractor must report on usage by uniform item, employee group, employee gender, location, cost center, quantities per size or measurements, and previous usage quantities.
- v. **Cumulative Sales Statement** (Monthly, with Quarterly roll-up on CBSA request) - The Contractor must provide the Project Authority with a report of the cumulative total of all monthly sales. The report must provide CBSA with information concerning the total quantity by region, by port, by named employee, item, size and value of goods sold.
- vi. **Backorders** (Monthly, with Quarterly roll-up on CBSA request) - The Contractor must provide the Project Authority with a report providing the status of back orders to include but not limited to item number, size, date of back orders, date back orders shipped;
- vii. **Returns** (Monthly, with Quarterly roll-up on CBSA request) - The Contractor must provide the Project Authority with a report on all return transactions from CBSA employees. As a minimum the following information must be captured: employee name, return order control number, item details, quantities returned, date of receipt of return, reason for return (classification in accordance with section 7.5), resolution taken, date of resolution (e.g. date replacement items were shipped), and cost to CBSA (if applicable and identifiable);
- viii. **Complaints** (Monthly, with Quarterly roll-up on CBSA request) – Complaints received by the Contractor’s Client Service department are to be tracked. The Contractor must provide CBSA with a report of: the date and source of the complaint; a description or an order number for which the complaint was received; detailed summary of the complaint; and resolution method taken to address the complaint; and
- ix. **Service Delivery Report** (Quarterly, more often on CBSA request) - The Contractor must provide the Project Authority with a report for all deliveries made to all CBSA employees, indicating the Order Processing Time as defined in section SW11.0 – Service Standards. This report must clearly identify which orders were within and outside of the Order Processing Times described within section 11.1.3.

7.1 Client Support Services

- i. The Contractor must provide assistance to CBSA to efficiently use the Contractor’s ordering system, including but not limited to the Contractor’s Web-Based Uniform Ordering and Management System.
- ii. The Contractor must establish and implement a method to facilitate queries and questions to the Contractor from CBSA employees.
- iii. Such client support processes must include (i) email and web-based support, (ii) telephone-based support and (iii) fax-based support, and must provide a clear understanding of how queries and questions will be dealt with and responded to, and the timeframes associated with the Contractor’s response and resolution (as further described below).

7.2 Email and Web-Based Client Support:

- i. For each query or question submitted by a CBSA employee to the Contractor via either a specifically designated email address or via a specific form within the Web-based Uniform Ordering and Management System, the Contractor must ensure that a receipt acknowledgment email is sent back to the originator according to the timeframes established within section SW11.0 below, which addresses Performance and Service Standards;
- ii. At a minimum such acknowledgment email must containing the following information: 1. Acknowledgement of receipt of the query; 2 A client number assigned to the query to be used for response tracking purposes; and 3. An estimated timeframe within which the Contractor must respond to the query/question; and

- iii. The initial acknowledgement email must be in a bilingual format, whereas the subsequent response must be in the Official Language in which the query was submitted.

7.3 Telephone-Based Client Support Service System:

- i. The Contractor must provide a toll-free Client Support Help-line telephone service in support of the CBSA Uniform Program;
- ii. At a minimum, the Client Support Help-line must be available for use from 8:00 a.m. to 9:00 p.m. (ET) Monday through Friday (excluding statutory holidays);
- iii. **Core (Business) Hours:** Telephone queries or questions must be answered promptly within by either a Customer Service Representative or an answering machine to take a message. Telephone messages must be collected, addressed and responded to by the Contractor according to the timeframes established within section SW11.0 below, which addresses Performance and Service Standards;
- iv. **After (Business) Hours:** Outside of the Client Support Help-line service hours (8:00 a.m. to 9:00 p.m. ET), the Contractor must provide a telephone messaging service to record telephone messages received by the Contractor. Telephone messages must be collected, addressed and responded to by the Contractor according to the timeframes established within section SW11.0 below, which addresses Performance and Service Standards; and
- v. All responses to queries or questions must be in the Official Language of Canada that is the caller's preference.

7.4 Fax-Based Client Support Services:

- i. The Contractor must ensure client access to a 24 hour fax-based client support service;
- ii. Faxes received by the Contractor must be collected, addressed and responded to by the Contractor according to the timeframes established within section SW11.0 below, which addresses Performance and Service Standards; and
- iii. Responses to faxed queries must be in the Official Language of Canada in which the query was submitted.

7.5 Return Services:

- i. The Contractor must develop and implement a formal Returns process to allow CBSA employees to return any uniform items found to be damaged, defective or shipped in error back to the Contractor. In order to facilitate this process Contractor must include with each order shipped to the CBSA employee a returns instruction guide, which must include a Returns Form;
- ii. The Contractor must develop and maintain a Return Instructions Guide that is a user guide detailing the steps required of the CBSA employee to return a uniform item to the Contractor by initiating a Return Merchandise Authorization process; The returns form must be developed by the Contractor to facilitate the return process and must allow for the CBSA employee to clearly delineate one of the following reasons or justifications for returning uniform items:
 - Improper size sent by Contractor - Item size ordered does not match item delivered;
 - Incorrect item sent by Contractor - Item sent did not match the catalogue number ordered;
 - Manufacturer defect;
 - Other (To be jointly defined by the Project Authority and the Contractor).
- iii. Unless otherwise agreed to by the CBSA, the Contractor must correct and replace items returned at no additional cost to the CBSA. Contractor must retain all records of returned items for the duration of the Contract. The process implemented by Contractor must ensure accurate documentation of the time and date on which the return item(s) were received by the Contractor. The replacement of return items must be measured in accordance with the Order Processing Times for Return Orders. The return process listed above must be used by the Contractor to monitor its service level;

- iv. **Return Service Labels:** The Contractor must ensure that, at no additional cost to the CBSA, all returns are sent using a shipping method which includes a tracking number. In order to fulfill this requirement, the Contractor may choose to provide CBSA with pre-paid Return Service Labels (which include a tracking number) in a sufficient quantity to facilitate returns, to be replenished as required on request of the CBSA. The Contractor may choose an alternative method to the above suggested option to fulfill this requirement; and
- v. Note: Any uniform items that are damaged on the job will not be returned to Contractor. The CBSA will destroy any damaged uniform items locally.

7.6 "As-and-when requested" Professional Services

These services are in addition to the core services of the Contract, which are covered by the all-inclusive Line Item Mark-up (LIM) define in the Basis of Payment of the Contract. These additional professional services are priced separately as defined within the Basis of Payment and may be requested by Canada by means of the issuance of a Task Authorization (TA) Form specifying the scope of work and timelines for completion, according to the TA Procedures as described in the Contract.

In addition to the provision of implementation, operation, support and maintenance services in support of the delivery of Uniform Supply and Management Services to CBSA, the Contractor must provide any combination of the following "as-and-when requested" Professional Services when requested to do so by Canada by means of the issuance of a TA Form.

a) Training Services

The Contractor must provide on-site training services "As-and-when requested" basis. This training can be in the form of a Train-the-Trainer type initial training program during the Transition-in Phase, but may also be extended to include periodic ordering system orientation and uniform measurement sessions for new CBSA employees as part of the CBSA Officer Induction Training Program (and will therefore coincide with CBSA intake periods for new recruits) and associated logistical support for distribution of uniform components.

Any such requested training is anticipated to occur at the Main Campus in Rigaud, Quebec.

Other training formats and or delivery locations may also be required.

It is anticipated that topics may include but not limited to:

- Creating and updating an user's profile within the Web-Based Uniform Ordering and Management System;
- Using the Web-Based Uniform Ordering and Management System to order uniform items and update uniform sizing information;
- Methods for initiating customer service and for proper return of a uniform item; and
- Uniform measuring workshops (i.e. how to self measure for a correct uniform fit);

b) Secure Destruction

- Uniform items that belong to the category of Uniform Restricted Items cannot simply be discarded, donated or otherwise disposed of. Therefore CBSA requires a secure means to dispose of these items, from time to time, including items that have been ordered by CBSA team members.
- Therefore, the Contractor must provide upon CBSA request, secure recycling/disposal services, the type of which must be approved by CBSA, for any Uniform Restricted Items held by the Contractor (such as discontinued items, returned defective merchandise) and any items shipped back by CBSA to

the Contractor expressly for this purpose (such as a collection of discontinued, worn or unwearable items).

- Whenever practical the Contractor shall perform periodic bulk destruction rather than per item destruction.
- The Contractor must provide CBSA with a Certificate of Destruction to confirm completion and provide an appropriate audit trail for any such authorized destruction of Uniform Restricted Items during the Contract.

c) Design and Engineering Services

Design and Engineering services will be required during all phases of the Contract, on an as and when requested basis and in accordance with the Basis of Payment.

- i. The Contractor must provide a qualified Clothing Designer to work with CBSA on an as and when requested basis on any issues relating to clothing design and textile suitability, to facilitate the manufacturing and design requirements of the Uniform Program, and to make recommendations on clothing design and product improvement;
 - ii. The Contractor must design and engineer new uniform component item styles or design solutions in response to user problems and/or new requirements in accordance with the CBSA's on-going requirements (e.g. fabric, durability, color, style and CBSA identification) or other items as requested by CBSA;
 - iii. The Contractor must, on an as and when requested basis, provide advice and recommendations on the appropriate procedure to be undertaken to provide uniform component items that meet the needs of individuals with special clothing requirements (i.e. alternative fabrics for individuals with allergies to a type of fabric or fabric dye, special sizing for medical reasons such as mastectomy or to accommodate an insulin pump, etc).
 - iv. The Contractor must on an as and when requested basis, develop or revise designs, patterns, processes, or detailed specifications for the uniform items included in the CBSA Uniform Catalogue.
 - v. For any proposed new design or modification to existing uniform components, in order to first achieve initial approval to proceed with the development of physical prototypes, the Contractor must submit to the Project Authority, Virtual Styling Samples, to demonstrate proposed fit and styling of the item as well as fabric swatches and colour samples of the proposed construction material. The Contractor must submit the Virtual Styling Sample(s) and fabrics within fifteen (15) business days of receiving such a request (i.e. for new item introductions or re-design) for sign off approval by the Project Authority. The Project Authority will provide comments, recommendations or approval in regards to each Virtual Styling Sample within thirty (30) business days after receipt of the Contractor's proposed Virtual Styling Sample.
- Once the Virtual Styling Sample for an item has been approved, the Contractor must submit to the Project Authority, Styling Samples to fully demonstrate styling, fabric and construction for any proposed new or modification to uniform components to demonstrate any change in material, specification, or manufacturing systems of then current garments.
 - The Contractor must submit the two (2) "Styling Samples" within thirty (30) business days of receiving approval of the Virtual Styling Sample for sign off approval by the Project Authority.
 - The Project Authority will provide comments, recommendations or approval in regards to each Styling Samples lot within thirty (30) business days after receipt and the Contractor must incorporate any comments and recommendations into further Styling Samples, or Pre-Production Samples as CBSA may request.
 - The Contractor must submit the following with each Styling Sample:

1) A copy of all test data and any other documentation which demonstrates that the requirements of uniform manufacturing are met, including but not limited to, detailed garment specifications and patterns; and

2) A sample tag that clearly indicates the garment number, garment specification, garment name and revision date.

- The Contractor must secure acceptance from the Project Authority for each Styling Sample or modification to a garment before proceeding to pattern development and Pre-Production Sample.
- Following approval of a Styling Sample by CBSA, the Contractor must proceed with pattern development and grading to develop the full range of sizes for dimensional charts. All patterns and grading are to be submitted once completed to form part of the Styling Sample and the detailed design specification for that particular uniform item.
- Once a Styling Sample is approved by CBSA through sign-off, the Uniform Specifications are finalized and CBSA reserves the right to reject any garments not conforming to sign off Uniform Specification and the Contractor is fully responsible to comply with the CBSA approved modified requirement.
- The Contractor must configure and maintain control of up to date patterns and markers, both manually and electronically.
- The Contractor must update the CBSA Uniform Specifications based on the CBSA's acceptance and approval of any newly designed (or redesigned) uniform component item or fabric/design requirements and must be provided to the Project Authority within thirty (30) days of CBSA's approval of the design/modification.

SW8.0 DELIVERABLES

- i. The Contractor must submit to CBSA all deliverables or services as specified in each Project Phase.

8.1 Milestones and Dates

- i. CBSA requires the commencement of uniform ordering and supply services no later than four months after contract award.

Specific deliverables and service requirements include, but are not limited to, the following:

Deliverable	Schedule
Phase 1 (Transition-In)	
Project Coordination Meeting(s)	Commencing within two weeks of Contract Award, and as requested by the Project Authority
Best Practices Advice and Recommendations	As requested by the Project Authority
Contractor Transition-In Plan	Within forty-five (45) calendar days following Contact award
CBSA Transition-In inventory received, warehoused and ready for distribution by the Contractor	In accordance with the Transition-In Plan
CBSA Data Migrated to Contractor system/database	In accordance with the Transition-In Plan

Deliverable	Schedule
Web-Based Uniform Ordering and Management System ready for CBSA employee orders (tested and accepted)	Within 90 calendar days of Contract award
User Training Support	As requested by the Project Authority
Progress Reports	Bi-weekly or as requested by the Project Authority
Phase 2 (On-going Uniform Supply and Maintenance services)	
Service Commencement Date	Four months after contract award
Ongoing Uniform Supply and Maintenance	As per Contract
Progress Reports	As requested by the Project Authority
Contract and Technical Review Meetings	Not less than every four months, as requested by the Project Authority
Contract and Technical Review Meeting Agendas (Bilingual format)	Distributed at least one week prior to a scheduled meeting
Bilingual Contract and Technical Review Meeting Minutes (Bilingual format)	Distributed within two weeks after meeting date
Reports	<i>Monthly</i> Delivered to the Project Authority within 10 business days after month end <i>Quarterly</i> Delivered to the Project Authority within 10 business days after end of quarter
Phase 3 (Transition-Out)	
Contractor Transition-Out Plan	Within thirty (30) business days of CBSA's request
Transfer back of all CBSA data	In accordance with the Transition-Out Plan
Transfer of all existing uniform stock included within the Inventory Buy-Back (including any bulk fabric optioned by CBSA)	In accordance with the Transition-Out Plan

8.2 Reporting and Communication

- 8.2.1 In addition to the timely submission of all deliverables and fulfillment of obligations specified within the Contract, the Contractor must facilitate and maintain regular communication with the Project Authority and the Technical Authority
- 8.2.2 Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the work is progressing well and in accordance with expectations. Communication may include (but is not limited to) telephone calls, electronic mail, facsimiles, mailings, and meetings.
- 8.2.3 Any incidents or problems affecting the confidentiality, integrity, and availability of the web-based uniform ordering management system must be promptly reported to the CBSA Headquarters Security Section as follows: a) During regular office hours, Monday to Friday (8:00am to 4:00pm Eastern Standard Time) - 613-946-4839 or 613-941-8757 b) During silent hours (4:00pm to 8:00am Eastern Standard Time) and on weekends and holidays - 613-790-6143 or 613-219-7641" with "CBSA Project Authority

8.2.4 **Surveys**

- i. In consultation with the Project Authority the Contractor must develop and administer client feedback survey. Survey topics may include but are not limited to satisfaction with the uniform items and delivery timeframes. The Contract may deliver the surveys via the same interface as the Contractor's Web-Based Uniform Ordering and Management System, if the capacity exists.
- ii. The Contractor must:
- iii. administer the client feedback surveys;
- iv. collect and analyze the responses within the completed surveys; and
- v. provide the Project Authority with the accurate and detailed results of the surveys.
- vi. Based on the information collected and received from the completed client feedback surveys, the Contractor may be required by CBSA to complete modifications or improvements to the CBSA Uniform Program's system, processes, forms, or uniform items (if necessary) to the satisfaction of the Project Authority

8.2.5 **Delivery of Reports**

- i. The Contractor must possess and maintain a computerized tracking system suitable for immediate as-and-when requested, up-to-date reporting to CBSA. The Contractor must produce and provide hard copies and/or electronic copies (Microsoft Word and/or Excel) of reports, as required by the Project Authority. The reports must present all required information identified in section 6.5.7– "Data Management and Reporting".

8.3 **Meetings**

8.3.1 The Contractor must attend Progress Review and Technical Review meetings with the Project Authority to discuss day-to-day operations of the Contractor's service delivery to CBSA, as well as review forecasts of CBSA's ongoing requirements for Uniform Supply and Management services. There will be a minimum of three meetings per year up to a maximum of twelve at the discretion of the Project Authority.

8.3.2 General meetings will take place within CBSA facilities within the National Capital Region (NCR). Meeting attendance may be either in-person or via teleconference, at the Project Authority's option, unless specifically requested otherwise by the CBSA Project Authority at the time of meeting request.

8.3.3 ***Meeting Agendas***

- i. The Contractor must prepare both English and French agendas in consultation with the Project Authority and distribute the agenda for receipt at least one week prior to a scheduled meeting.
- ii. The Contractor must confirm meeting attendance with the Project Authority.

8.3.4 ***Meeting Minutes***

- i. The Contractor must record and distribute to the Project Authority, in English and French, the minutes from all meetings within two weeks of the meeting.
- ii. The minutes will be used only as a record of proceedings.
- iii. Meeting minutes must include but are not be limited to a summary of all action items and decisions.

8.4 **Deliverable Format**

8.4.1 The Contractor must provide that all reports and document-based deliverables under the Contract are provided in a format compatible with the CBSA's standard desktop processing software, currently, Microsoft Office Suite (Word, Excel, Outlook and PowerPoint).

8.4.2 Transfer of all CBSA data back from Contractor systems must in an electronic medium compatible with the CBSA's electronic systems. Any transferred copy of the CBSA's data must be accompanied by an

instruction manual describing the structure of any database and the method by which its contents may be accessed by the CBSA.

SW9.0 CONTRACTOR RESOURCE REQUIREMENTS

9.1 Resource Categories

- i. The Contractor must provide the services of named resources within each of the following Resource Categories:
 - Contractor Representative; and
 - Transition Project Manager

Contractor Representative:

9.1.2 Minimum Qualifications

- i. Experience performing related work experience involving similar services to those described in the SOW for at least five years within the past 10 years.
- ii. Must be fluently bilingual in English and French.

9.1.3 The Contractor must:

- i. Act as the Contractor's single point of contact for Canada for the Work, including any service, financial or invoice or contract-related issues, if any arise;
- ii. Act as escalation point for service level management and dispute resolution activities;
- iii. Manage the Contractor's resources and ensure that Work is conducted within the time, cost and performance parameters;
- iv. Liaise with CBSA Project Manager and Technical Authority and attend Contract and Technical Review meetings; and
- v. Be responsible for quality oversight on all submitted deliverables.

9.2 Transition Project Manager

9.2.1 Minimum Qualifications

- i. Experience as a Project Manager for at least five years within the past 10.
- ii. Experience on at least two projects in the past five years involving transition of service delivery involving similar services to those described within this SOW.
- iii. Experience with project management principles such as, but not limited to, finance management, personnel management, dispute resolution, resource scheduling and client relations.
- iv. Must be fluently bilingual in English and French.

9.2.2 The Transition Project Manager's role is to:

- i. Develop and maintain Transition Plan(s);
- ii. Manage Transition-In or Transition-Out phases of the Work by the Contractor;
- iii. Maintain work schedule and provide regular (bi-weekly) status updates and reports to the Project Authority throughout the Transition-In and for the first month of on-going operation (Phase 2); and
- iv. Identify areas of process change to support the new mode of uniform ordering and support the timely implementation of service delivery to CBSA.

- 9.3** In addition to the above resources, the Contractor must provide a sufficient number of resources, with sufficient qualifications to complete the Work in the time allotted. Sufficiency, qualifications, and categories of resources required must be determined by the Contractor.

SW10.0 CONSTRAINTS

10.1 Uniform Restricted Items

10.1.1 Any uniform components that contain the CBSA name and logo or the Canada wordmark are deemed to be Uniform Restricted Items. These items must be stored in a facility with proper access controls in place to properly safeguard them, inventory controls must be in place to accurately track their location at all times, and commensurate care must be used when shipping these items to CBSA employees authorized to receive them.

- i. Further, any Uniform Restricted Items which have been either: (i) returned as damaged and not suitable for resale; or (ii) correspond to Uniform designs which have been discontinued by CBSA must be properly destroyed in a manner acceptable to the Project Authority rather than simply disposed of by the Contractor.
- ii. The Contractor must provide a Certificate of Destruction to confirm and provide an appropriate audit trail for any such destruction of Uniform Restricted Items during the Contract.

10.1.2 Certification from the Contractor stating the following:

The Contractor must review the requirements of the SOW, in particular the requirements concerning the protection of personal information. The Contractor must ensure that personal information that is managed, accessed, collected, used, disclosed, retained, received, created, or disposed of in order to fulfil the requirements of the Contract must be treated in accordance with the *Privacy Act* R.S. 1985, c. P-21 (http://www.priv.gc.ca/leg_c/p_principle_e.asp) and Treasury Board privacy policies.

SW11.0 PERFORMANCE AND SERVICE STANDARDS

11.1 Service Standard Expectations

11.1.1 Web-Based Uniform Ordering and Management System Availability

- i. Scheduled Maintenance activities related to the Contractor’s Web-Based Uniform Ordering and Management system functionality (i.e. patches, upgrades, and fixes) must only be scheduled outside of the Core Hours of usage (as defined below) or will be otherwise undetectable to the system end users.
- ii. Emergency Maintenance for patches, upgrades, and fixes, related to a security or service impacting issue, must be addressed, fixed and brought to the attention of the Project Authority within 12 hours.

11.1.2 Client Support Availability

- i. The Contractor must provide the following access and availability to CBSA employees:

Support Hours of Access		
Access Periods	Days	Hours
Core Hours	Mon-Fri (excluding statutory holidays)	08:00 to 21:00 ET
After Hours	Mon, Tues, Wed, Thursday, Fri-Sun	21:01 to 07:59 ET
	Sat	00:01- 24:00 ET
	Statutory Holidays	00:01- 24:00 ET

Support Service		
Access Periods	Access Method	Response
Core Business Hours	Telephone Access	Initial call answered by live operator or voice mail. Follow-up within one business day, if required.
	E-mail Access	Automated first response within two hours of receipt of the query, follow-up within one business day.
	Facsimile Access	Response within next business day.
After Business Hours	Telephone Access	Initial call answered by voice mail. Follow-up within next business day.
	E-mail Access	Automated first response within two hours of receipt of the query, follow-up within next business day
	Facsimile Access	Response within next business day.

11.1.3 Order Delivery

In the provision of Uniform Supply and Management services to CBSA, the Contractor must adhere to CBSA's required order processing service level(s), as described below:

- i. **Error Free Order Processing:** Each item shipped matches the order specifications. This encompasses both *order accuracy* (i.e. the item ordered matches the size specified or the sizing chart of the individual placing the order and the order contained the proper Uniform Item(s) as per catalogue number requested) and overall quality of the uniform items (i.e. uniforms are free of Manufacturer's Defects ; and
- ii. **On-Time Order Processing:** Each item ordered must be processed and shipped with a Contractor tracking number and within the Order Processing Times outlined in the table below. Order Processing Times will be determined and measured using the time the CBSA employee places the order with the Contractor (as recorded in the Contractor's Web-Based Ordering and Management System) to the time the order is received by the shipping entity from the Contractor:
- iii. **Order Processing Timetable**

Order Type	Maximum Acceptable Order Processing Time
Initial Allotment	Five (5) Business Days
Regular	Ten (10) Business Days
Custom	Twenty-five (25) Business Days
Returns	Three (3) Business Days
Rush	One (1) Business Day
Non-garment Restricted Items	To be determined on an item-by-item basis, subject to CBSA approval
Bulk	Ten (10) Business Days

11.1.4 Shipping Methods:

- i. The Contractor must:

- i. ensure that uniform items are shipped to the Service Provider in a timely manner; and
- ii. use a shipping method which employs a tracking number system.
- ii. All non-rush shipments by the Contractor should use a shipping method which guarantees shipping times which are equivalent to or exceed that of the “Expedited” service level offered by Canada Post.
- iii. For non-rush shipments to airport locations in Northern Canada, a shipping method which guarantees shipping times which, at a minimum, are equivalent to Canada Post’s “Priority Post” should be used.
- iv. For non-rush shipments the Contractor must use the fastest commercially reasonable method available.

SW12.0 INFORMATION AND TECHNOLOGY SECURITY

- a. CBSA requires an administrator account within the web-based uniform ordering and management system in order to be able to modify and/or delete its user accounts if/as required (ex. password resets, employees suspended, employee terminated, annual review of CBSA employee status).
- b. After the return of CBSA data to CBSA, the contractor must erase, degauss, or physically destroy the memory and hard disk drives on equipment used by the web-based uniform ordering and management system that have processed, and/or stored CBSA data. This also applies to any/all backup media that have archived CBSA data. If required, refer to the checklist in CSEC guidance document CSG-08\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc08g-eng.pdf>)
- c. User accounts within the web-based uniform order and management system must be in the following format: firstname.lastname@cbsa-asfc.gc.ca.
- d. Passwords associated with user accounts in the web-based uniform order and management system, including those set at initial registration and those reset by a CBSA administrator, must be strong passwords (e.g. minimum 8 alpha-numeric characters with at least one uppercase letter, one lowercase letter, one number, and one symbol e.g. @). Additionally, these strong passwords must:
 - i. not accept:
 1. A character repeated more than three times;
 2. The user account name in any variation; and
 3. Any dictionary words in any language.
 - ii. expire every ninety calendar days unless changed by the user of the user account prior to the ninety calendar day threshold.
 - iii. be masked (not displayed) during entry and cleared from the login screen in all cases of non-acceptance.
- e. The web-based uniform ordering and management system must maintain a minimum password history of the last ten passwords used by a user account in order to avoid password repetition and similarity.
- f. User accounts in the web-based uniform ordering and management system must be suspended after a maximum of three consecutive invalid authentication attempts and must remain suspended until re-activated by the CBSA administrator.
- g. User access logs must be maintained within the web-based uniform ordering and management system that at a minimum will record the date, time, user account name, and action performed (ex. successful logon, invalid password attempts). Copies of these logs must be able to be provided electronically or on paper to the CBSA Project Authority or the CBSA Departmental Security Officer (DSO) upon request.

- h. CBSA data in transit between the web-based uniform ordering and management system and a CBSA workstation or laptop internet browser must use TLS version 1.1 or higher with SSL version 3.0 or higher protocols.
- i. The network infrastructure that provides the web-based uniform order and management system must be protected by a firewall, an intrusion prevention system, and a regularly updated anti-malware product. If required, refer to the checklists in the following CSEC guidance documents:
 - i. CSG-06\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc06g-eng.pdf>)
 - ii. CSG-09\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc09g-eng.pdf>)
 - iii. CSG-07\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc07g-eng.pdf>)
- j. The web-based uniform ordering and management system must require a user to change their password for their account upon first use after initialization or after the CBSA administrator has reset it.
- k. The web-based uniform ordering and management system must automatically log off a user account after 10 minutes of inactivity.
- l. The web-based uniform ordering and management system must restrict user accounts to only their profile and the associated data within. This does not apply to the CBSA administrator, who must have access to all user accounts and associated profile and data within.
- m. The contractor must ensure that operating systems and applications software used by the web-based uniform ordering and management system are configured in accordance with industry best practices (e.g. Microsoft Security Compliance Manager) and "hardened" so as to prevent or detect unauthorized disclosure, unauthorized modification, or loss of CBSA data. If required, refer to the checklist in CSEC guidance document CSG-10\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc10g-eng.pdf>).
- n. The web-based uniform ordering and management system must not be connected to other contractor systems, unless those systems are required for the administration and/or maintenance of the web-based uniform ordering and management system by the contractor user accounts in possession of a valid personnel security clearance.
- o. CBSA data within the web-based uniform ordering and management system must be segregated from other parties (e.g. federal, provincial, municipal, international, or private) data that are under contract with the contractor.

- p. In the event that equipment used by the web-based uniform ordering and management system needs to be redeployed within the contractors network infrastructure or repaired/replaced by an outside vendor, the contractor must erase, degauss, or physically destroy the memory and hard disk drives on any of the equipment if it has processed and/or stored CBSA data. If required, refer to the checklist in CSEC guidance document CSG-08\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc08g-eng.pdf>).
- q. The network infrastructure that provides the web-based uniform ordering and management system must not be accessible wirelessly or remotely, unless required for the administration and/or maintenance of the web-based uniform ordering and management system by the contractor user accounts in possession of a valid personnel security clearance. If required, refer to the checklists in the following CSEC guidance documents:
 - i. CSG-02\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc02g-eng.pdf>)
 - ii. CSG-01\G (see <http://www.cse-cst.gc.ca/documents/services/csg-cspc/csg-cspc01g-eng.pdf>)
- r. The contractor must ensure that servers, mainframes, or other hosts (e.g. virtual machines) used by the web-based uniform ordering and management system on which CBSA data is processed and/or stored reside within a floor to ceiling slab locked room, within a locked cabinet in an operations zone, or within a secure room with additional controls (e.g. intrusion detection, CCTV), and that access to the servers is restricted to the contractor resources in possession of a valid personnel security clearance. If required, refer to RCMP guidance document G1-031 (see <http://www.rcmp-grc.gc.ca/physec-secmat/pubs/g1-031-eng.htm>).
- s. The contractor must ensure that any/all backup media used by the web-based uniform ordering and management system for CBSA when not in use must be locked in a storage container and that access to the backup media is restricted to the contractor resources in possession of a valid personnel security clearance. If required, refer to RCMP guidance document G1-001 (see http://www.rcmp-grc.gc.ca/physec-secmat/res-lim/pubs/seg/html/home_e.htm).
- t. The contractor must ensure that any/all backup media used by the web-based uniform ordering and management system for CBSA when in transit must be in a locked briefcase and that access to the backup media is restricted to the contractor resources in possession of a valid personnel security clearance. If required, refer to RCMP guidance document G1-001 (see http://www.rcmp-grc.gc.ca/physec-secmat/res-lim/pubs/seg/html/home_e.htm).
- u. The contractor must control and monitor access to telecommunications wiring, spaces, and pathways used by the web-based uniform ordering and management system, and, if possible restrict them to the contractor resources in possession of a valid personnel security clearance.
- v. The contractor's web-based uniform ordering and management system must not be administered, supported, and used by third parties (e.g. off-site IT help desk services provided by another company).

- w. Administration, support and use of the web-based uniform ordering and management system by the contractor must be restricted to only those contractor user accounts in possession of a valid personnel security clearance. These user accounts must only have the minimum access required for the performance of the previously mentioned duties. When longer required, this access must be removed from the user accounts.

- x. CBSA retains the right to conduct inspections of the contractor's web-based uniform ordering and management system in order to confirm compliance with the previously listed information and technology security safeguards. If any deficiencies are found, a Corrective Action Request (CAR) will be issued.

SW13.0 GOVERNMENT SUPPORT

13.1 As required for the completion of the Work, CBSA will provide the following:

- 13.1.1 Access to Canada 's facilities, the Project and Technical Authority as required for the successful completion of the Work;
- 13.1.2 Access to relevant documentation and reference materials to which the Contractor would not otherwise have access, including any necessary documentation related to the Uniform and Equipment Program;
- 13.1.3 Provide guidance and clarification to the Contractor regarding CBSA's Uniform and Equipment Program policies or procedures;
- 13.1.4 Review of reports and other submitted deliverables, as required, and the provision of comments and suggested revisions, in a timely manner; and
- 13.1.5 Other assistance and support as appropriate.

SW14.0 LANGUAGE OF WORK

- 14.1** The Contractor must ensure that all verbal and written progress reports and other communication with CBSA are in the Official Language(s) specified by the Project Authority.
- 14.2** The Contractor must communicate effectively with CBSA employees in the Official Language preference expressed (French and English), including:
 - i. Email and other written correspondences with Contractor support and Help Desk personnel; and
 - ii. Phone-based correspondences with Contractor support and Help Desk personnel;
 - iii. The Contractor's Web-Based Uniform Ordering and Management System must comply with Canada's obligations under the Official Languages Act, by providing all website and system user interfaces in both Official Languages (English and French).

SW15.0 TRAVEL

Travel Requirements

As required, the Contractor must attend face-to-face meetings with the Project and Technical Authorities at CBSA facilities within the National Capital Region (NCR). The Contractor is responsible for its own travel and accommodation costs and will not be reimbursed to attend meetings within the National Capital Region.