

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 0B2 / Noyau 0B2
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

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

Issuing Office - Bureau de distribution
Informatics Professional Services - EL
Division/Services professionnels en informatique -
division EL
4C2, Place du Portage
Gatineau
Québec
K1A 0S5

Title - Sujet CARM Solution - Solution GCRA	
Solicitation No. - N° de l'invitation 47064-165038/A	Amendment No. - N° modif. 006
Client Reference No. - N° de référence du client 1000325038	Date 2015-06-03
GETS Reference No. - N° de référence de SEAG PW-\$SEL-627-28890	
File No. - N° de dossier 627el.47064-165038	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2015-08-05	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Aubin, Marc A.	Buyer Id - Id de l'acheteur 627el
Telephone No. - N° de téléphone (819) 956-1436 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	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

Solicitation No. - N° de l'invitation

47064-165038/A

Amd. No. - N° de la modif.

006

Buyer ID - Id de l'acheteur

627el

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

1000325038

File No. - N° du dossier

627el47064-165038

CCC No./N° CCC - FMS No/ N° VME

See amendment 006 attached.

ALL OTHER TERMS AND CONDITIONS OF THE LETTER OF INTEREST REMAIN UNCHANGED.

Letter of Interest (LOI) amendment no. 006 is raised in order to:

- (1) Provide a copy of the Industry Day Presentation (Attachment A to LOI amendment 006), the CARM Functional Overview (Attachment B to LOI amendment 006) and an Industry Day Summary (Attachment C to LOI amendment 006) to all interested respondents;
- (2) Add Annex F (Questions to Industry) to the LOI, which is a request for additional information (see further below); and
- (3) Add Annex G (Instructions for the One-on-One Meeting) to the LOI, which further provides instructions on the one-on-one meeting and how they will be conducted (see further below).

Annex (F)

Questions to Industry

In order to be eligible for a One-on-One meeting, all interested respondents are required to provide answers to the questions below. Failure to provide answers may result in respondents not being granted a One-on-One meeting.

The completed Annex F must be submitted to the Contracting Authority at marc.a.aubin@tpsgc-pwgsc.gc.ca no later than June 25, 2015.

1. Project Scope, Requirements and Business Outcomes

The CARM project will modernize the systems and processes that support the assessment and collection of revenue from importers, and the reporting on revenue information and trade data. The CARM project includes a number of business improvements needed to address inefficiencies with current systems and processes and to meet Government of Canada (GC) objectives for “red tape” reduction and regulatory reform. The CARM project will streamline processes for our stakeholders to modernize these systems and processes and support the required business improvements.

Information regarding the project background, objectives, business outcomes, capabilities and expected improvements are outlined in the Industry Day presentation (Attachment A) and the CARM Functional Overview (Attachment B). The CARM project is part of a larger CBSA transformation agenda, as was outlined in the Industry Day presentation.

Question 1:

Based on your experience, are there areas of the CARM project scope, capabilities and business outcomes that require further clarification or would you recommend any improvements in order to best achieve the government’s stated outcomes? If so, please explain.

Question 2:

Are there implementation phases that you would recommend? If so, please elaborate on your recommendations.

2. Solution Availability and Service Delivery Model

Canada is seeking innovative approaches and solutions to the CARM project. However, by procuring a solution from industry, Canada expects to reduce its risk by implementing an innovative, yet proven solution or integrated set of solutions that have been implemented in similar size, scope and types of environments. Canada is interested in understanding the availability of commercially available solutions that would meet the CARM requirements.

Question 3:

Based on the high level requirements stated in the CARM Functional Overview (Attachment B) and Industry Day Presentation (Attachment A) do you believe that there are existing COTS solutions in the marketplace that will meet all or most of the CARM business needs? If so, please identify which ones you believe could be a good fit for CARM and why.

We understand that the delivery model may affect the suitability and availability of potential solutions. As identified in the CARM Service Vision on slide 25 of the Industry Day Presentation (Attachment A), the CARM vision is to implement a set of foundational components: the CARM Core Services and CARM Core Platform & Infrastructure, which will facilitate continuous innovation in the future. The flexibility provided by this platform may allow our governance to decide on and implement new innovations and solutions from various sources as they materialize. We are therefore interested to understand how different delivery models for CARM may affect the availability of solutions.

Example delivery models that could be used to support the CARM Service Vision include:

1. Traditional Systems Integrator (SI) Model – Supplier designs, builds and deploys the solution on Government of Canada (GC) infrastructure under the guidance of the technical project authority. Ongoing Support and Maintenance becomes the responsibility of Canada.
2. Managed Service – Should Canada determine that a managed service is required; there are three options for Canada to consider as outlined on slides 26-29 in the Industry Day Presentation (Attachment A).
 - a. **Private Sector Software as a Services (SaaS)** - Private sector contract for the provision of a “vertical” full-stack solution, including application software, platform, infrastructure and data centre facility. Shared Services Canada (SSC) would provide Network and Security.
 - b. **Private Sector SaaS in SSC Data Centres** - Private sector contract for the provision of a “vertical” full-stack solution, including application software, platform, and infrastructure. SSC would provide Data Centre Facility, plus Network and IT Security.
 - c. **Private Sector SaaS on SSC Infrastructure as a Services (IaaS)** - Private sector contract for the provision of an application software and platform solution. SSC would provide Infrastructure (cloud model and likely outsourced), Data Centre Facility, plus Network and IT Security.

Note that in each of the scenarios above, it is expected that the solution will be designed and built upon existing Commercial-Off-The-Shelf (COTS) products with minimal or limited customization.

Question 4:

What are the considerations, benefits and challenges that Canada should be conscious of when deciding upon a delivery model for CARM? Are there barriers to any of the delivery models that would limit your ability to bid on this procurement? Do you have a preferred delivery model for your solution? If so, please describe your preferred delivery model and whether it fits into one of the models identified above or it is different delivery model.

3. Government Furnished Equipment

The CBSA currently uses SAP for its Revenue Ledger (RL) and is in the process of implementing SAP's Tax and Revenue Management (TRM) and Public Sector Collection and Disbursement (PSCD) modules. These modules will form the foundation for CBSA's Accounts Revenue Ledger (ARL), planned for deployment in Q1 2016 as Release 1 of the CARM project. Canada is currently investigating the benefits and challenges of making some of Canada's existing software licenses and configurations available to prospective bidders as Government Furnished Equipment (GFE) to use in their solutions.

Question 5:

If Canada made the appropriate SAP licenses and configurations available to you as GFE, would you use it in your solution and, if so, how? Please also clarify as to why you would or would not use it? Would this impact the deployment options discussed above?

4. Statement of Work

Canada is in the process of developing a Statement of Work (SOW) and its associated requirements for the expected Request for Proposal (RFP). Canada is seeking input on the requirements and information required by bidders to develop a SOW that allows potential suppliers sufficient flexibility to design and implement a solution that maximizes the benefit and minimizes the risk to Canada.

Question 6:

Given the above statement and based on your project experience, what level of detail of business and technical requirements would you require in the RFP?

Question 7:

What additional information (e.g. current state information, etc.) would you require to submit a bid response? Please provide as much detail as possible.

5. Fee Structures

The CARM Service Vision, as identified on slide 25 of the Industry Day Presentation (Attachment A) can be implemented in a number of different delivery models as discussed in Section 2 Solution Availability and Service Delivery Models, above. For these delivery models, different fee structures may exist, for example:

1. Standard fixed or variable fees for the design, build and deployment phases;
2. Fixed or variable management and support fees for the hosting of the solution;
3. Pay-as-you-go (e.g. P/SaaS) type fee structures with minimal start-up costs, and fees based on user counts, usage or other metrics; or
4. A combination of fee structures based on the component. For instance, some components may be better suited for fixed price deliverables while others may be better suited for pay-as-you-go services.

Question 8:

Based on your experience with similar requirements, what are the best potential fee structures for the CARM requirement that would provide Canada with maximum value while minimizing risk and ensuring a level of cost certainty? If you have a recommendation, please explain why you recommend that option and what the risk mitigation strategies could be (e.g. a cost control mitigation strategy might be to maintain usage thresholds, that if exceeded would trigger contract authority before further usage expenses are incurred).

6. Continuous Improvement and Innovation

As discussed in the Industry Day Presentation (Attachment A), Canada is evaluating whether or not to enter into a multi-year supplier relationship as a result of this procurement. If this occurs, Canada wishes to ensure that the solution is kept current through a continuous improvement process. This could be as simple as requiring software updates be made within stated periods of time from their general release to implementing a more rigorous continuous improvement process through various KPIs and measurements.

Question 9:

Should Canada decide to include a requirement for a long-term service contract in this procurement, what recommendations do you have to ensure the CARM solution avoids obsolescence and continues to improve over the course of the contract? What are the risks, challenges and benefits of each? What might the associated governance and costing models look like? Please describe any experience you may have in this regard.

In addition to continuous improvement as discussed above, new transformative and innovative approaches and solutions may arise within the scope of the CARM project due to changing business landscapes or new concepts and solutions becoming available. Examples of this might include integration of new business services into the CARM Core Platform, enhancements to business or IT processes or implementation of new technologies.

Canada is seeking input on industry leading practices, benefits, risks and examples of how innovation had been built into long-term customer / supplier relationships, especially for Public Sector organizations. Please discuss your experiences and thoughts on effective governance models that could be implemented to manage the risks of such a contract while taking advantage of innovations as they materialize.

Question 10:

Should Canada decide to include a requirement for a long-term service contract in this procurement, what recommendations do you have to ensure transformation and innovation can be enabled for the duration of the contract? What are the risks, challenges and benefits of each? What might the associated governance and costing models look like?

7. ITQ Evaluation Criteria

Canada is in the process of developing the selection criteria for the Invitation to Qualify (ITQ) stage. The ITQ stage is intended to qualify potential bidders for participation in subsequent phases that meet base-level criteria to prove their ability to deliver the required solutions and services at acceptable risk levels to Canada. Canada is considering selection criteria in the following areas. The actual selection criteria are expected to be published in a subsequent Letter of Interest (LOI) amendment for industry comment prior to the ITQ being issued.

Evaluation Area	Possible Criteria
Financial Stability	Suppliers must have the financial capability to fulfil the contract and liabilities based on company size, financial statements and corporate ownership structure
Relevant Experience (Capability)	Suppliers must have transformation experience (with available references) implementing and operating the solution they plan to propose. Possible indicators are: <ul style="list-style-type: none">- Public Sector / Industry experience- Contract size- Number of users supported- Number of years providing support- Number/dollar value of transactions processed- Number of functional capabilities supported similar to those required
Methodology	Suppliers must make use of and have demonstrated experience using a recognized implementation and support methodology
Implementation and Support Capacity	Suppliers must have sufficient capacity of resources with relevant expertise and experience to fulfil the requirement.
Security	Prime supplier must have sufficient security clearances. If hosting services are required outside of the GC infrastructure, it will be required that all persistent data must reside in Canada. Therefore, if the supplier is required to store and manage data on its premises, it must prove that it has access to appropriate data centre facilities within Canada with sufficient facility security clearances.

Question 11:

What are your comments on the areas of evaluation for the Invitation to Qualify, including other areas that should be evaluated?

8. Business Arrangements

Canada understands that the CARM project may require a number of integrated solutions and a range of services in order to meet the desired outcomes. We are interested to understand the variety and complexity of the possible business arrangements that may be required to bid on this requirement.

Would you expect to be able to provide a solution as a single supplier, a prime with subcontractors, a joint venture or some other type of relationship? We would specifically like to understand the number and kinds of partners you may require such as software providers, hosting services, integration expertise, business expertise, etc. We would also like to understand what capabilities you expect the prime would provide and what capabilities the subcontractors or joint venture members would provide.

Question 12:

What type of business arrangements do you foresee to meet the requirements? Canada would also like to understand where the experience and capabilities might lie in relation to the evaluation areas identified in the previous section (i.e. would they come from the prime, joint venture members or subcontractors?).

9. Risk and Opportunity Management

The CARM project is mission-critical for Canada and, as such, Canada must ensure that it is implemented and managed with acceptable levels of risk. It is anticipated that mitigation strategies will be developed and monitored over the course of the project and during operation of the solution.

We are interested in hearing industry's experience regarding how specific risks and opportunities were reduced / maximized on similar projects; along with strategies that were put into place to maintain the risks at acceptable levels and take advantage of opportunities as they arose.

Question 13:

Recognizing the early stages that the CARM project is currently in, what are the key risks that you foresee and how can these risks be mitigated?

10. Other Comments

Question 14:

Are there any areas of the Procurement Approach that you believe may unduly restrict competition or prohibit you from proposing a solution that would meet the GC's needs? If so, please explain.

Question 15:

If you have additional comments not addressed previously, can you please provide further comments you may have regarding the CARM project and procurement process?

Annex (G)

Instructions for the One-on-One meeting

One-on-One Meetings Schedule

We appreciate your time to meet with us and to engage in this process and we would like to provide you with enough time to prepare for the One-on-One meetings. As such, please be advised that we intend to conduct the One-on-One meetings during any business day between July 6 and July 10, 2015. Please provide a schedule of the mornings and afternoons of those days that you are or are not available. A Government of Canada representative will contact you, to confirm your schedule, location of the meetings, discuss any special requirements, confirm technical support available on site and help you with your planning.

Registration to the One-on-One meetings must be requested through the Contract Authority no later than the 25th of June, 2015 at marc.a.aubin@tpsgc-pwgsc.gc.ca and must include the following information:

- Number of people to attend the One-on-One meeting (to a maximum of 5 per interested supplier);
- Name and title of each participant;
- One contact person's email and phone number



CBSA Assessment and Revenue Management (CARM) Project: Industry Day Presentation

May 28th, 2015





Welcome





Industry Day Objectives

Vendors will be provided with:

- An overview of the CARM project including the proposed approach, scope, and high-level capabilities to be delivered;
- A review of the key business issues and questions for which Canada is seeking industry feedback;
- An explanation of the proposed procurement approach;
- A discussion on the supply chain and data integrity check process; and
- The opportunity to provide feedback.



Nature of Industry Day

- Industry day is an open information forum for vendors interested in this procurement process
- Participation in Industry Day is optional
- Not attending does not preclude vendors from participating in the procurement process
- The industry consultation process, initiated by today's Industry Day, is not a bid solicitation
- Substantive questions submitted by vendors during the Industry Day and related answers will be published on Buy and Sell (*buyandsell.gc.ca*) after the event



Industry Day Agenda

Time (EST)	Presenter	Description
8:30	Moderator (Christine Hamilton)	Opening Remarks and Industry Day Objectives
8:40	Nada Semaan, Executive Vice-President, CBSA	CBSA Transformation Agenda
9:00	Brent McRoberts, Director General, Trade and Anti-dumping Programs Directorate, Programs Branch, CBSA	CBSA Commercial Services and CARM Fundamentals
9:30	Louis-Paul Normand, Associate Vice-President, Information, Science and Technology Branch, CBSA	CARM Delivery Strategy and Requirements
10:30	Break	
10:45	Normand Masse, Director General, Acquisitions Branch, PWGSC	CARM Procurement Approach
11:10	Jérôme Tremblay, Cyber Security Advisor, Strategic Relationships Office, Cyber Security Partnerships, CSE	Supply Chain Assessment Process
11:30	Leadership Panel – All Speakers	Questions and Answers
11:55	Moderator	Recap and Closing Remarks



Disclaimer

The information contained within this presentation is intended to communicate preliminary concepts for the CARM project as part of Smart Procurement and cannot be interpreted as requirements or part of any contractual document. All information in this presentation is subject to change.

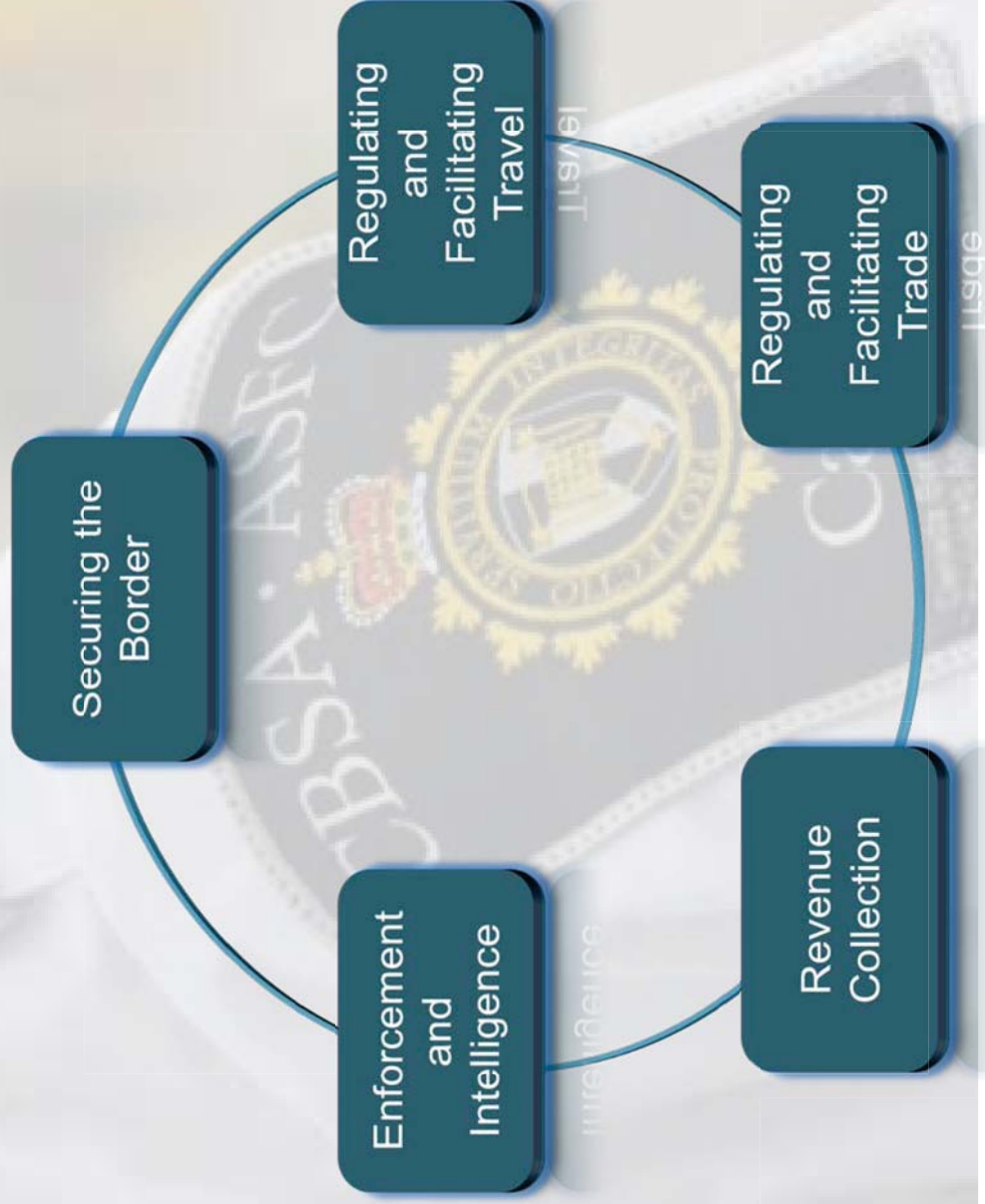


CBSA Transformation Agenda

Nada Semaan
Executive Vice-President, CBSA






































CBSA's Mandate





CBSA – In Numbers

Travellers and Trade	Operating Environment	Enforcement and Immigration	Technology Environment
 98.9M Travellers	 225 Airports	 9,253 drug seizures at a value of \$297M	 1 Science Laboratory
 31.9M Cars	 3 Mail Processing Centres	 \$21.8M currency seized (1,310 seizures) <small>Supported Proceeds of Crime accounted for \$2M (98 seizures)</small>	 288 applications (33 million-critical)
 27.2M Air passengers	 10 Cruise Ship Operations (12 Ferry Terminals)	 472 firearms seized (314 seizures) <small>Firearms include restricted, non-restricted and prohibited.</small>	 18,156 workstations
 14.1M commercial releases	 117 Land Borders (includes 23 designated commercial offices)	 5,137 prohibited weapons seized (2,165 seizures)	 2 Independent Secure Networks
 146,271 trains and vessels (cargo and passenger)	 27 Rail Offices	 2,165 tobacco seizures made	 3,500+ mobile devices
 37.2M courier shipments	 73 Suffern Warehouses	 352 prohibited importations	 12 mobile large-scale imaging units
 765,710 courier shipments examined	 218 Commercial Vessel Clearance Facilities	 10,088 detentions for an average of 20 days	 4 pallet imaging units
 \$26.9BN duties and taxes collected	 448 Marine Telephone & Direct Reporting Sites	 13,855 removals of failed refugee claimants and inadmissible individuals	 126 trace detectors & x-ray imaging units
		 24 missing children recovered	 33 radiation portals
			 25 COMETs (Controlled Mobile Examination Trucks)



CBSA Vision and Goals



**1. Secure
the Border
Strategically**



**3. Advance
Global Border
Management**



**2. Streamline
and Simplify
the Border
Experience**



**4. Strengthen
Organizational
Resilience**



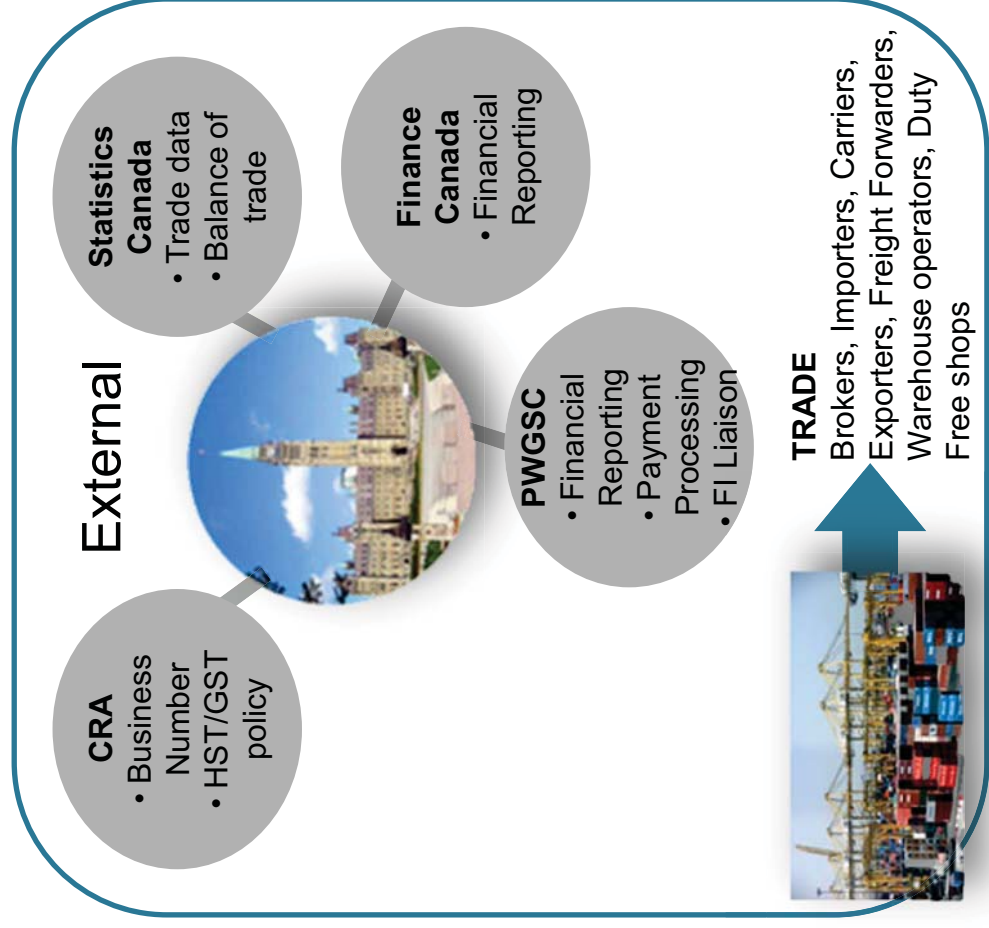
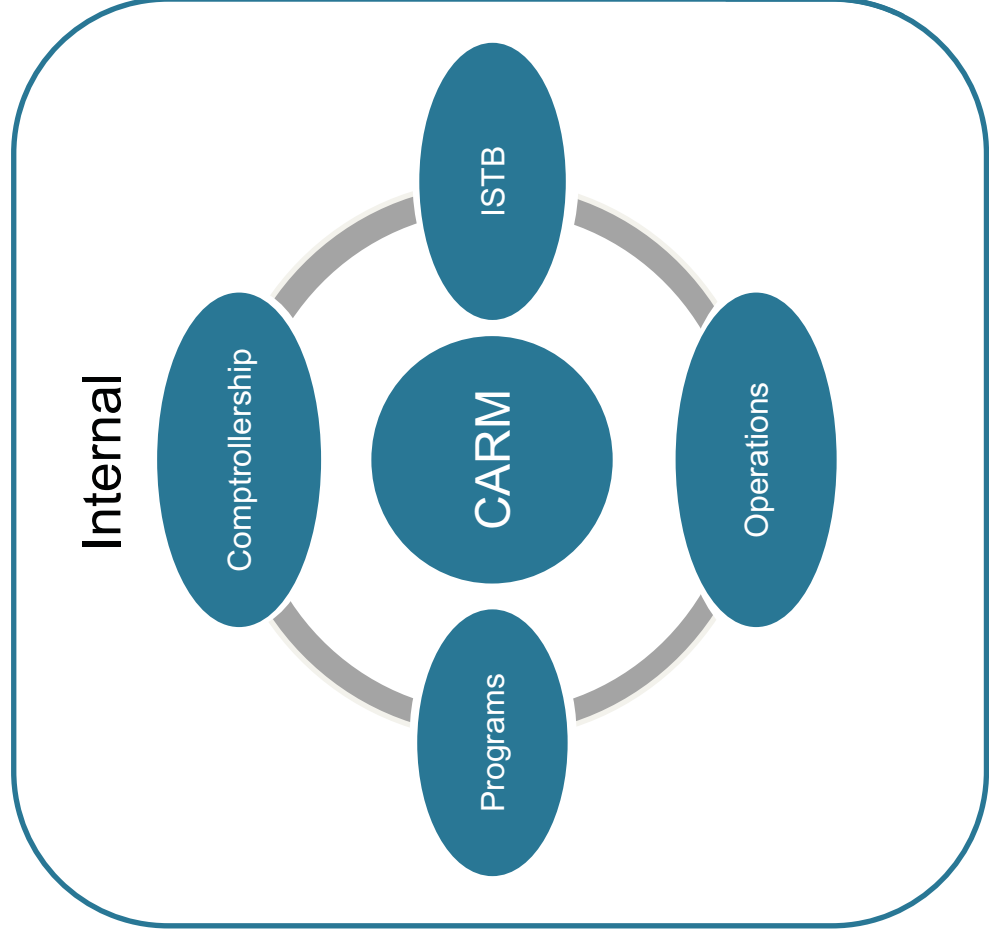
CBSA Commercial Services and CARM Fundamentals

Brent McRoberts

*Director General, Trade and Anti-
dumping Programs Directorate,
Programs Branch, CBSA*



CARM Project Stakeholders





Commercial Program Overview and Statistics

2013-14

- \$530 B imported goods
- 14.2 M shipments (does not include postal/courier)
- \$20.3 B HST/GST
- \$5.2 B other duties and excise taxes

Mode	Daily (shipments)	Annually (shipments)
Highway	27,000	9.8 million
Air	9,000	3.3 million
Marine	5,400	0.7 million
Rail	1,100	0.4 million
Postal	120,000	43.8 million
Courier	94,000	34.5 million



What is CARM?

- CBSA Assessment and Revenue Management (CARM) is a multi-phased project designed to modernize and optimize the Agency's revenue management systems and processes used by the CBSA to process billions of dollars in trade annually.

process billions of dollars in trade annually



CARM Objectives

- Support a secure and streamlined border experience
- Introduce on-line client identification and account management
- Eliminate system transfers
- Reduce manual and paper-based processes
- Establish consistent assessment capabilities
- Leverage enhanced client information and other data to improve trade compliance activities
- Simplify import accounting process
- Introduce a common assessment engine
- Improve targeting of trade compliance and verification
- Streamline compliance burden
- Increase confidence in trade data from CBSA



CARM Project Value Drivers

Compounding Effect

***Mission Critical
for Economic
Prosperity***

Facilitate Trade

Improved Revenue Management

Streamlined Trade Chain
Experience

CBSA Service Improvements
& Efficiencies

α EFFICIENCY



CARM Project Scope

Manage Our Revenue

Accounts Receivable Management:

- Modernize and integrate revenue management systems.
- Provide on-line assessment, collection and management of revenue accounting.
- Eliminate manual reconciliation between systems.

Assessment/Re-Assessment:

- Establish a common assessment / re-assessment engine to automate the submission of trade information.
- Enable consistent decision-making within commercial and trade programs across the country.

Know Our Clients

Client Identification:

- Invest in processes and systems to simplify and accurately identify, register and enroll clients across programs

Client Management:

- Provide a holistic view of client transactions
- Improve internal operational effectiveness and client service by managing clients at a consolidated client account level.

Support Trade Programs and Trade Partners

Case Management:

- Improve information and document management practices to enable better management and execution of trade compliance activities.

Risk Management:

- Improve the ability to target trade compliance on areas of high or unknown risk.

Client Access:

- Provide real-time access to information to better support trade compliance.
- Provide electronic self-service options to simplify and securely manage account information.



CARM Impact: End-to-End Commercial Process





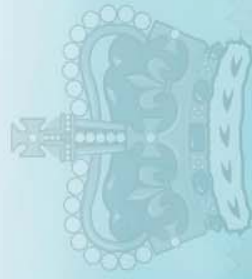
Example: CARM Project Outcomes

	Current	Future
Trade Chain Clients	Manual paper-based processes (e.g. B2 adjustments, recourse)	Automated processes (electronic submission of data)
	Complex trade information requirements	Better tools to promote trade compliance
	Clients have limited access to account information	Client access to current account information
	Inconsistent application of rules and policies (e.g. permits, documentation)	Centralized, consistent application of rules and policies
CBSA	Manual data-entry processes that increase error rates and require after-the-fact follow-up	Automated, real-time data validation
	Managing every transaction	Holistic client management
	Client information retained locally	National access to all client information
	Non-integrated, customized and unsupported IT systems	Modern, integrated systems based on industry standards
	Risk of revenue loss	Tighter controls to prevent revenue loss



CARM Strategy and Requirements

*Louis-Paul Normand
Associate Vice-President
Information, Science and
Technology Branch, CBSA*





CARM Project Value Drivers Compounding Effect





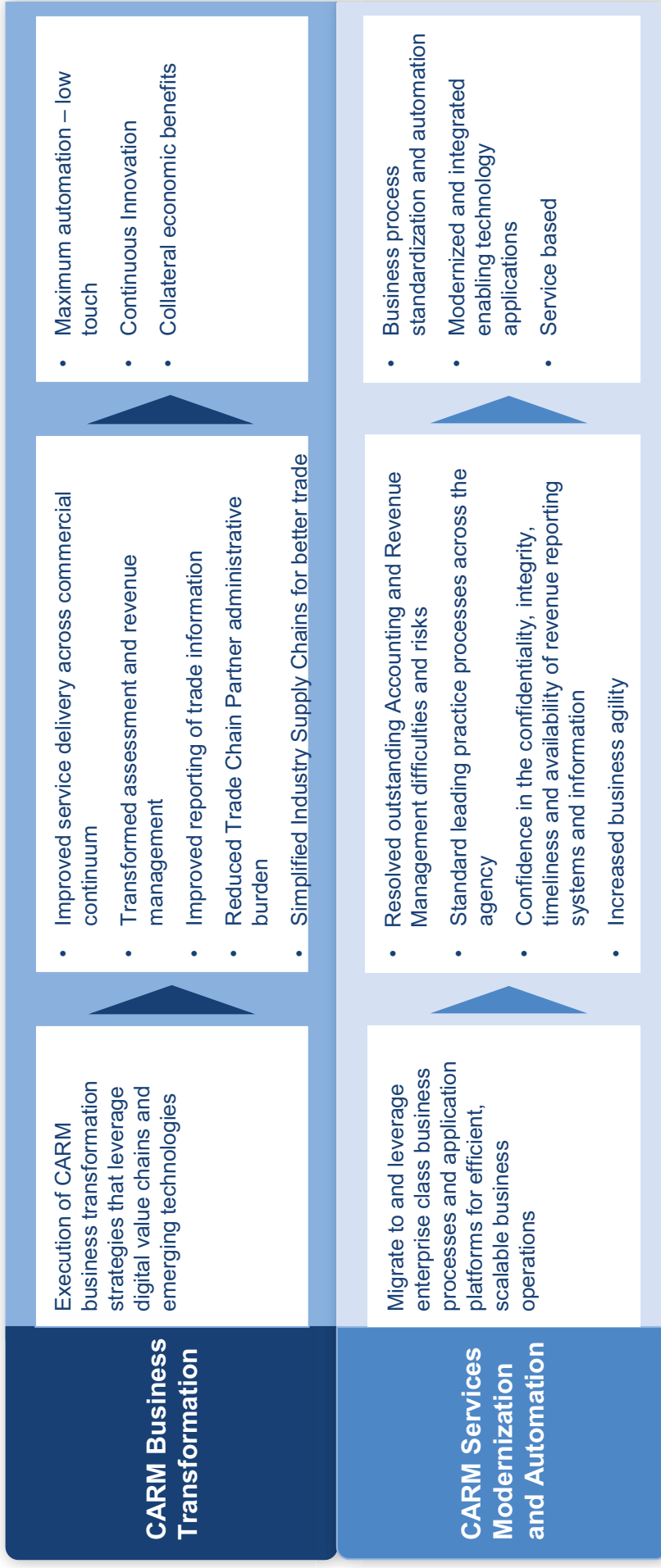
CARM Strategic Approach

Value Driver

Business Imperative

Business Outcomes

Key Characteristics





CARM Strategic Approach

1. **Modernize and Automate:** Address critical application modernization and process optimization issues.

CARM Business Transformation

CARM Services Modernization and Automation

Scope	Measures
<ul style="list-style-type: none">• Modernization and standardization of business processes, applications and infrastructure• Migration to technology enabled Service models• Converged Services based on business functions supported, not technologies or IT Towers• Ongoing support and lifecycle service management• Analytics and automation for service improvement• Coordination of ecosystem partners in service delivery	<ul style="list-style-type: none">• Business process effectiveness and cost across the commercial continuum• Availability and reliability measures linked to business processes



CARM Strategic Approach

2. **Transformation:** *Help define and execute CARM digital business strategies enabling transformation across the commercial revenue continuum*

CARM Business Transformation

CARM Services
Modernization and
Automation

Scope

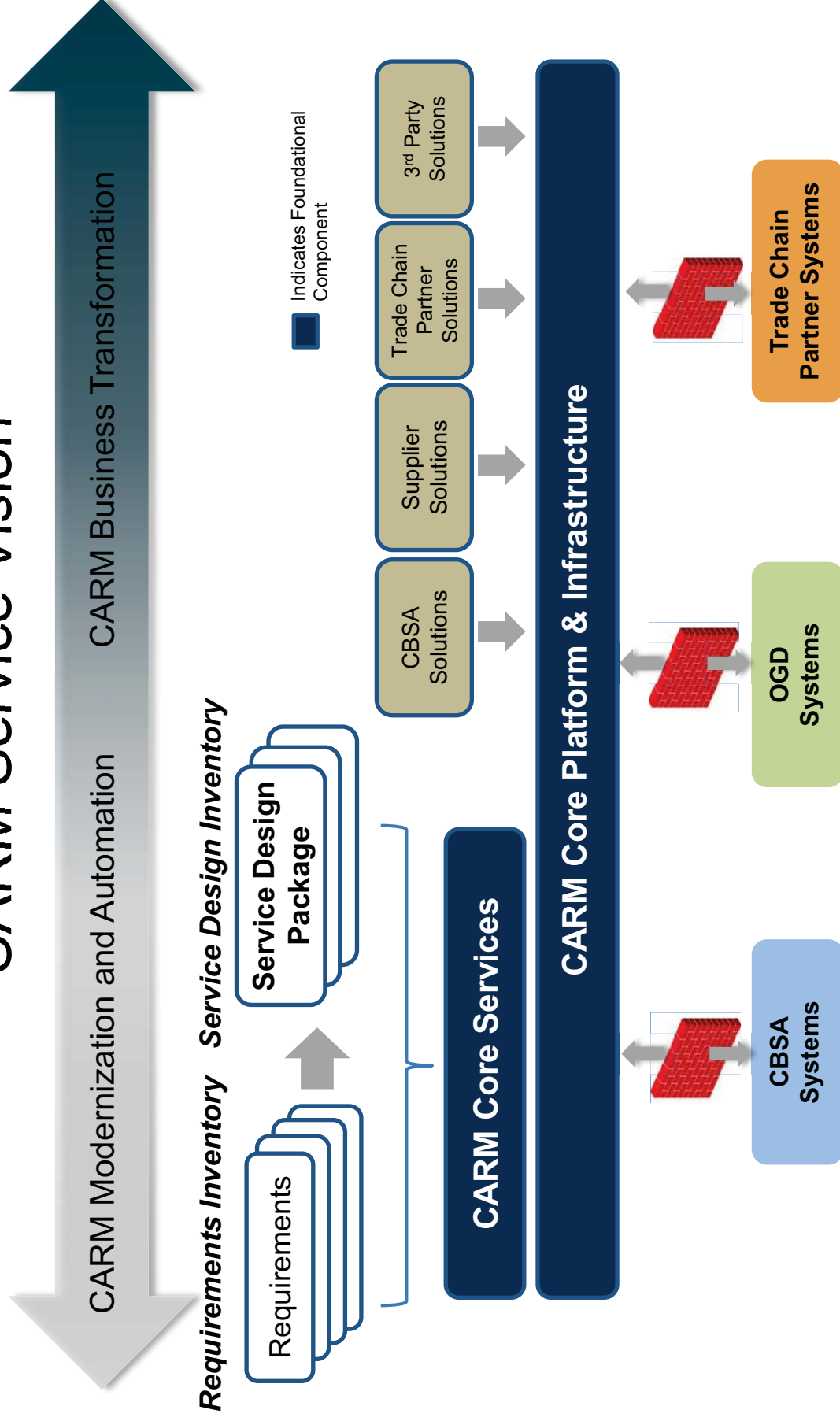
- Business transformation strategies and related technology solutions
- Implementation of innovative digital solutions
- Management and integration of the digital ecosystem

Measures

- Direct impact on business objectives such as improved service and efficiencies across the commercial continuum
- Coordination of ecosystem partners in service delivery

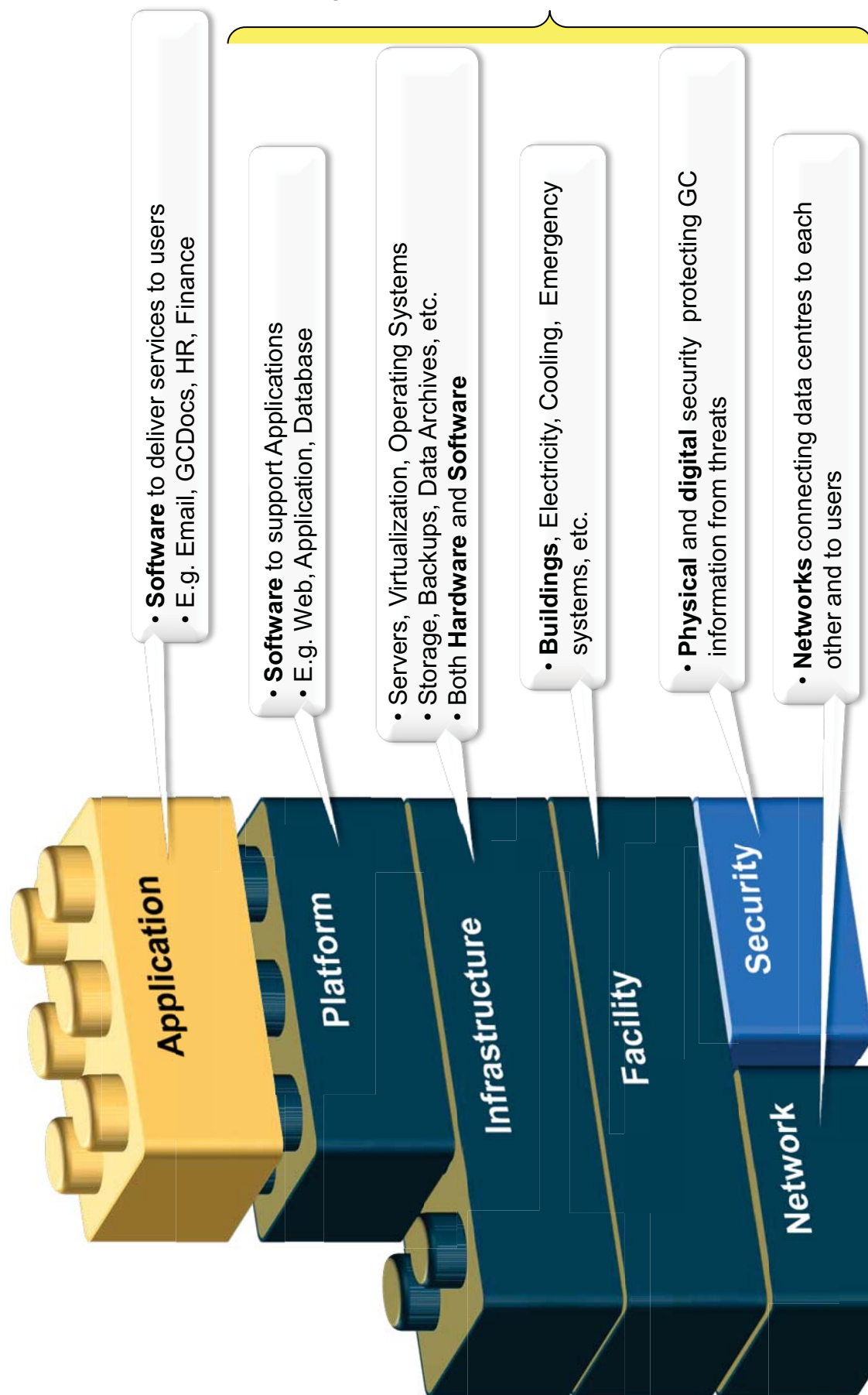


CARM Service Vision



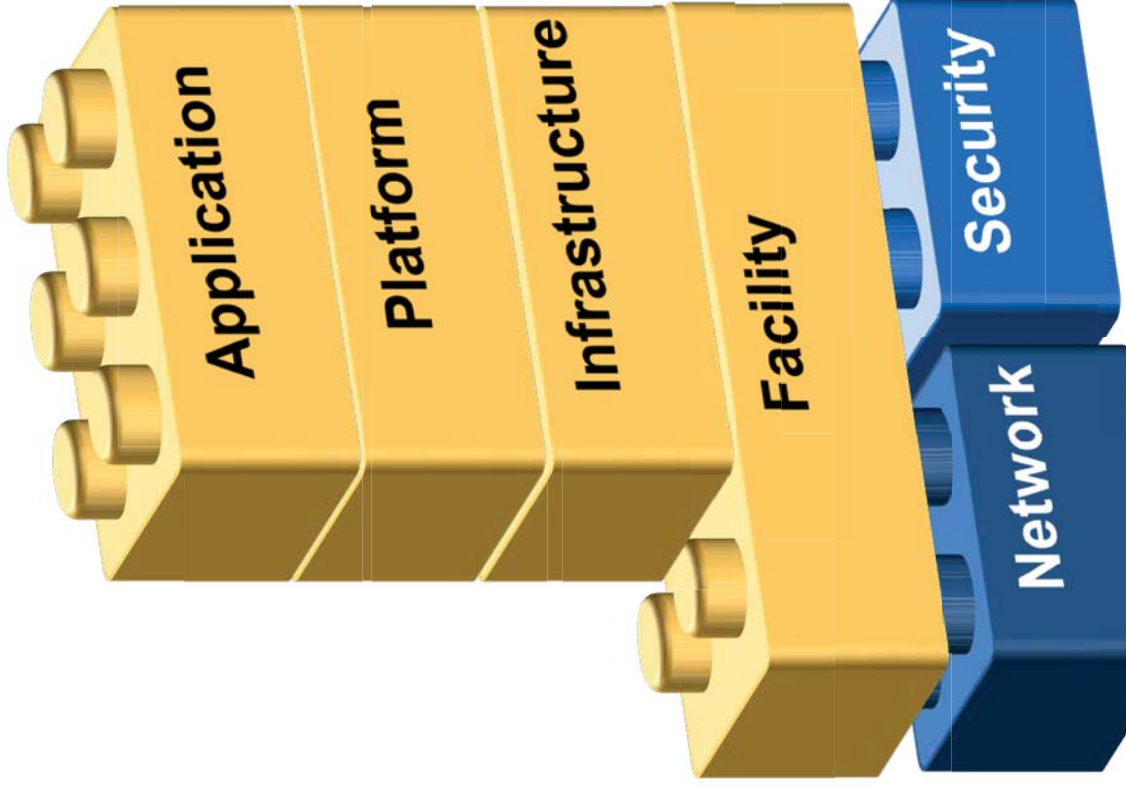


Data Centre “Stack” Definitions





Sourcing Option #1

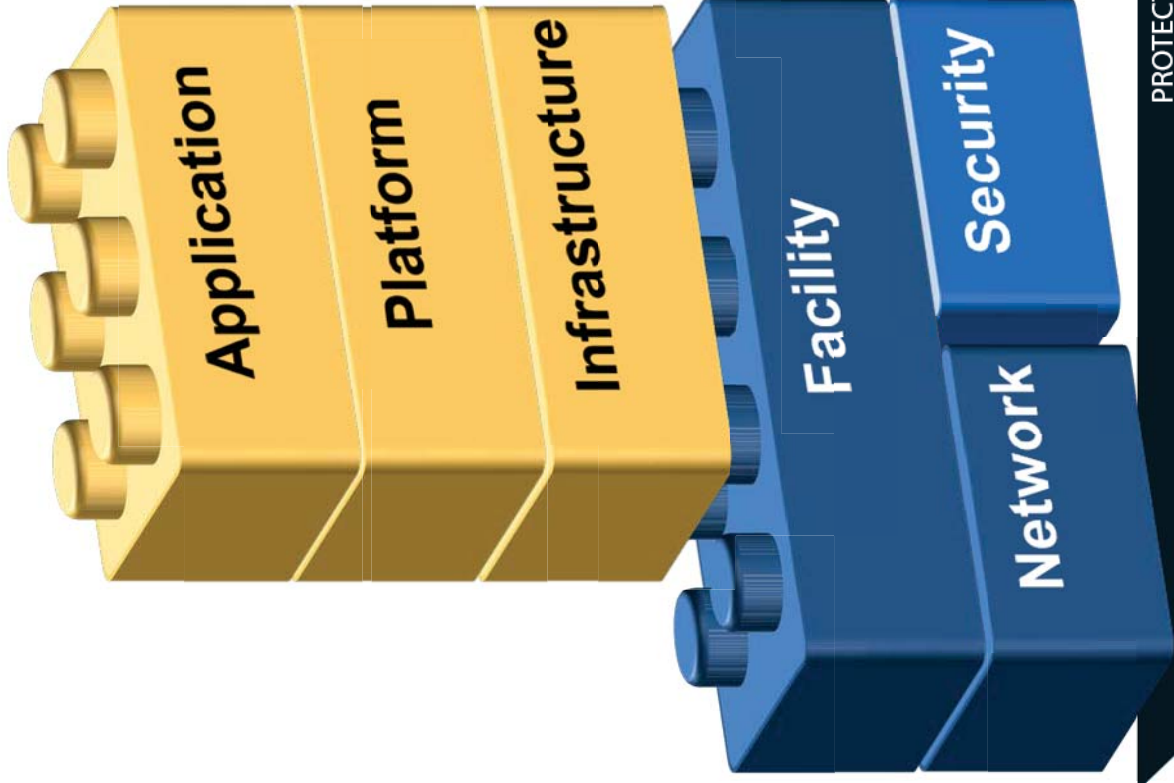


Private Sector SaaS Only

- Private sector contract for the provision of a “vertical” full-stack solution, including application software, platform, infrastructure, and data centre facility
- SSC would provide Network (outsourced) and Security (likely retained in-house)



Sourcing Option #2

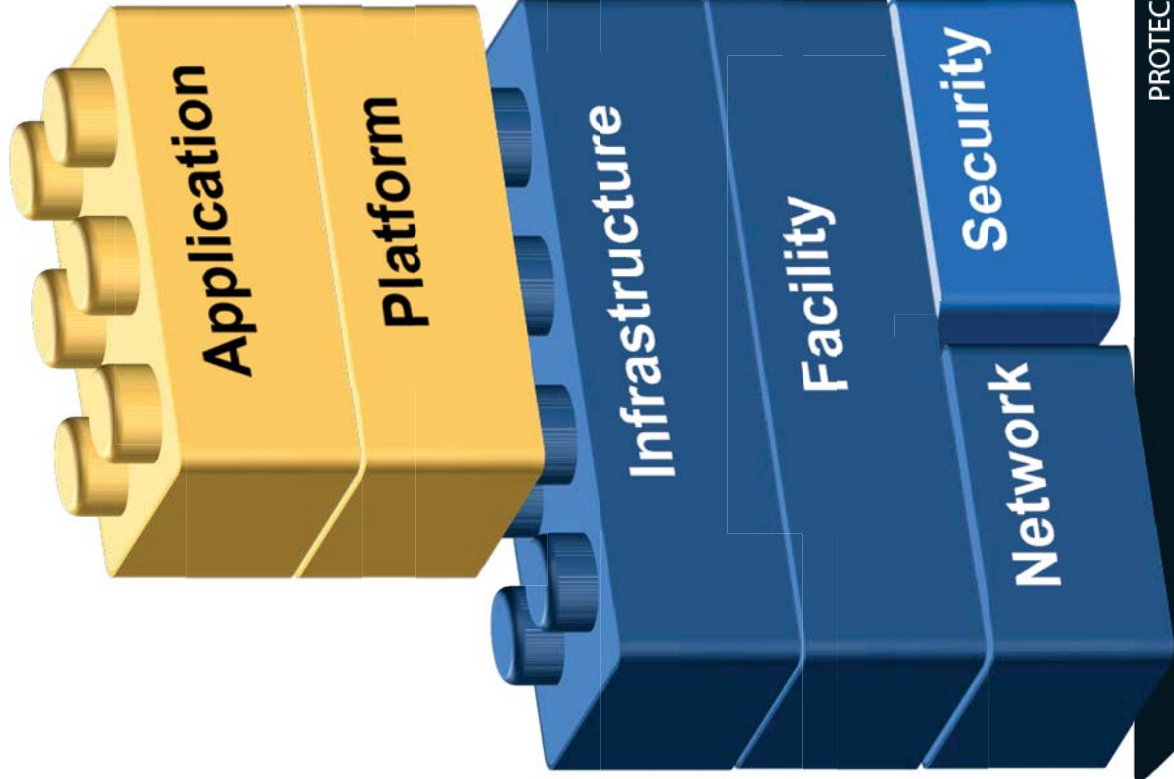


Private Sector SaaS in SSC Data Centres

- Private sector contract for the provision of a “vertical” full-stack solution, including application software, platform, and infrastructure
- SSC would provide Data Centre Facility (outsourced management), plus Network (outsourced) and IT Security (likely retained)



Sourcing Option #3



Private Sector SaaS on SSC laaS

- Private sector contract for the provision of an application software and platform solution
- SSC would provide Infrastructure (cloud model and likely outsourced), Data Centre Facility (outsourced management), plus Network (outsourced) and IT Security (likely retained)



Guiding Principles

- The CBSA seeks a sourcing arrangement characterized by collaboration and focused on desired business outcomes and performance. Key characteristics of the relationship will include:
 - Alignment of our mutual interests
 - Clarity of roles and responsibilities
 - Open and transparent interactions
 - Realistic business cases aligned with expected outcomes



Desired End State

- The Supplier will:
 - design, build and deploy CARM solution across people, process and technology with quality, cost and schedule certainty
- Pending evaluation by CBSA, through consultative input and the industry engagement process, the Supplier may:
 - manage, maintain and support the CARM solution with an SLA based multi-year services arrangement with clearly defined exit capability; and
 - provide ongoing transformation/innovation capability
- The CBSA will:
 - retain ownership of strategic direction, business requirements and architecture control
 - interface with required stakeholders; and
 - implement a service delivery model supported by the required capabilities and organization to achieve the intended value

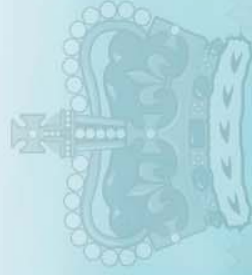


Anticipated Scope

Area	In Scope
System Integration / Project Management	Y
Solution / Application Provision and Integration	Y
Solution Implementation and Transition	Y
Business Process Re-engineering	Y
Training and Management of Change	Y
On-going Service Operations	TBD
Continuous Innovation	TBD
Infrastructure Services	TBD
Data Center Facilities	TBD
Network / Connectivity	N
Business Operations	N



CARM: Overriding Requirements and Constraints (*Current Thinking*)





Requirements and Constraints

Area	Requirement / Constraint
Bilingualism	<ul style="list-style-type: none">• The system (application and all user documentation) must be in both official languages.
Web-Accessibility	<ul style="list-style-type: none">• The system must be compliant to the Government of Canada's web standards and accessibility requirements which can be found at: http://www.tbs-sct.gc.ca/ws-nw/index-eng.asp
Access Management	<ul style="list-style-type: none">• The solution must leverage existing GC infrastructure for network, remote access and identity and credential management services.



Requirements and Constraints (Current Thinking)

Area	Requirement / Constraint
National Security Exception (NSE)	<ul style="list-style-type: none">• A National Security Exemption (NSE) for the CARM project is under consideration.
Data Sovereignty	<ul style="list-style-type: none">• The system's persistent business-related data must remain in Canada at all times.
Supply Chain Integrity Check	<ul style="list-style-type: none">• The solution must adhere to the Supply Chain Integrity Check process.



Requirements and Constraints (Current Thinking)

Area	Requirement / Constraint
Vendor Security Profile	<ul style="list-style-type: none">• Data and Security Profiles are currently under review• Facility Security Clearance (FSC) = Possibly as high as Secret• Document Safeguarding Capability = Possibly as high as Protected B• Vendor personnel = Possibly as high as Secret
ITSG-33	<ul style="list-style-type: none">• The solution shall follow the Government of Canada's ITSG-33 security guidelines. More information can be found at: https://www.cse-cst.gc.ca/en/publication/itsg-33



Contracting Requirements and Constraints

Area	Requirement / Constraint
Contract Term	<ul style="list-style-type: none">• The contract term will be multi-years, exact term is TBD.
Implementation	<ul style="list-style-type: none">• Initial contract for implementation is targeted for full completion by March 2020.
Limitation of Liability (LOL)	<ul style="list-style-type: none">• An LOL Risk Assessment will be completed for CARM.



CARM Information Gathering





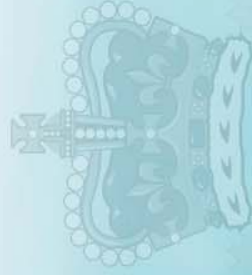
RFI Topic Areas

Topic Area	Description
Project Scope, Requirements and Outcomes	Scope, Objectives, Current State, Requirements, Schedule, etc.
Solution Availability and Service Delivery Model	Maturity, availability and fit of potential solutions and delivery models.
Government Furnished Equipment	Use of existing GC applications and licences.
Statement of Work	Implementation Phasing, level and types of requirements, transition planning, etc.
Fee Structure	Types of fees based on delivery model, basis of payment, penalties, incentives, etc.
Continuous Improvement and Innovation	Contracting options, upgrades, scope of downstream work, governance, etc.
Risk Mitigation	Risks and mitigation strategies



CARM Smart Procurement Approach

*Normand Masse, Director General,
Services Technology & Acquisition
Management Sector
(STAMS) , PWGSC*





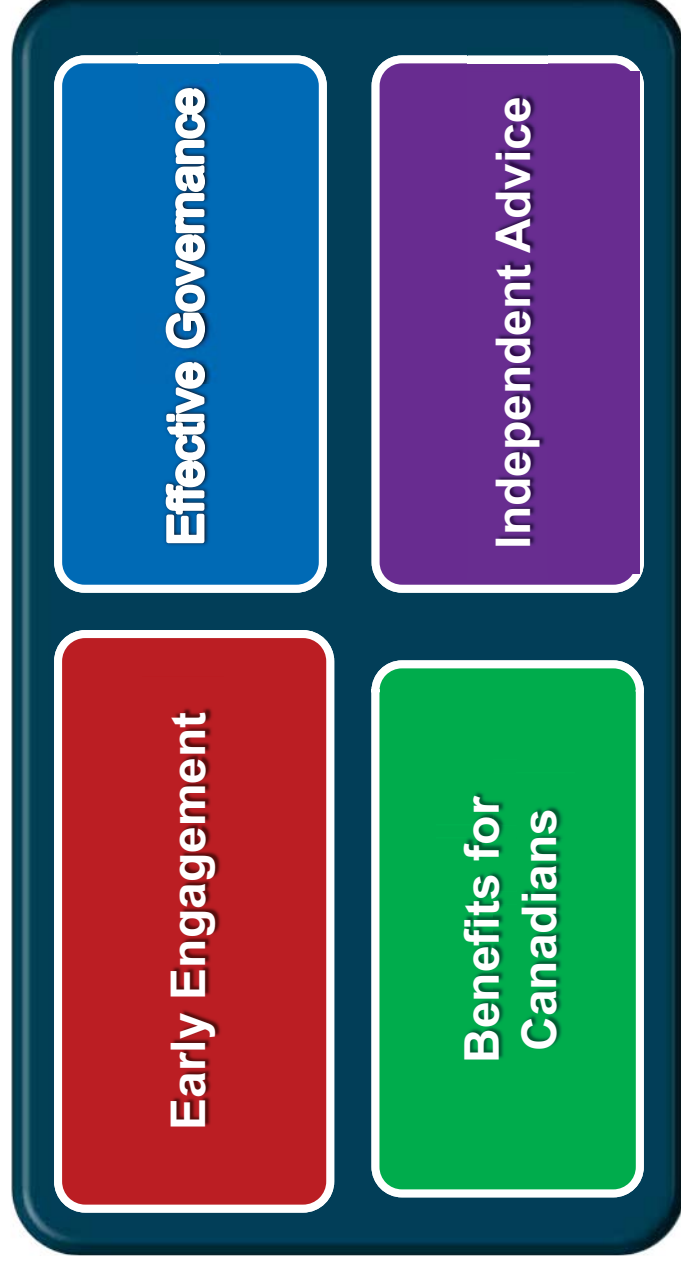
Early Engagement Objectives

- Investigate possible approaches and techniques for meeting business requirements in a timely and cost effective manner
- Determine the extent to which current capacity exists within the marketplace to provide a solution that meets CBSA's needs
- Identify and manage risks associated with the proposed approach and seek feedback on suggested alternative approaches



Smart Procurement Approach

Used for a number of procurements (e.g. Canada Student Loans Program, Atomic Energy of Canada Limited's Nuclear Laboratories, Workplace Wellness and Productivity Strategy (WPS) Project, and Integrated Relocation Program)





Smart Procurement Approach for CARM

- Extensive consultation with industry throughout the solicitation process
 - on needs refinement, requirements, potential solutions, contract terms, evaluation and selection methods
 - through Industry Day, Letter of Interest and one-on-one meetings
- Effective governance
 - ARMA B and DG governance committees



Smart Procurement Approach for CARM (cont'd)

- Leverage third-party expertise in various fields (such as fairness monitoring as well as advisory services on technical and security matters)
- Consider socio-economic benefits (such as Industrial and Technological Benefits, encourage innovation)



CARM Solution Procurement Process Proposed Dates (subject to change)

Phase	Proposed Dates
Industry Engagement Start <ul style="list-style-type: none">- Industry Day- Supplier Responses to LOI Questions- One-on-one Meetings- Supplier Comments on draft ITQ documents	May 28 to Late July May 28 Late June Early July Late July
Invitation to Qualify Posting	Late August 2015
Review and Refine Requirements Phase Initiated	November 2015
Request for Proposals Posting	April 2016
Contract Award Complete	October 2016



Industry Engagement Steps

May 28th

Industry Day

- General project information provided to suppliers

Late June

Supplier Responses to LOI Questions

- Suppliers to provide feedback to questions identified in LOI to Contracting Authority

Early July

One-on-One Meetings

- Only organizations providing a written response to questions provided at previous step will be granted a One-on-One meeting request
- Suppliers should indicate their desire to be invited for a meeting in their response

Late July

Supplier Comments on ITQ Documents

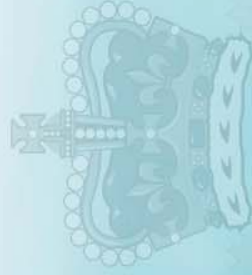
- Second set of questions focused on Invitation to Qualify (ITQ)
- To be released at the completion of the One-on-One meetings



Supply Chain Assessment Process

*Jérôme Tremblay, Cyber Security
Advisor*

*Strategic Relationships Office,
Cyber Security Partnerships, CSE*





CSE: What We Do

- CSE: Canada's national cryptologic agency.
- Safeguarding Canada's security through information superiority.
- Our Mandate
 - Foreign Signals Intelligence
 - IT Security
 - Support to Lawful Access
- 'B' Mandate
 - To provide advice, guidance and services to help ensure the protection of electronic information and of information infrastructures of importance to the Government of Canada.



The Evolving Cyber Threat

- Today, malicious cyber activities are directed against Canada and our closest allies on a daily basis
- Threat actors range in sophistication from malevolent hackers to organized crime groups, to terrorists to nation states
- Canadians trust the GC to defend Canada's cyber sovereignty and protect and advance our national security and economic interests

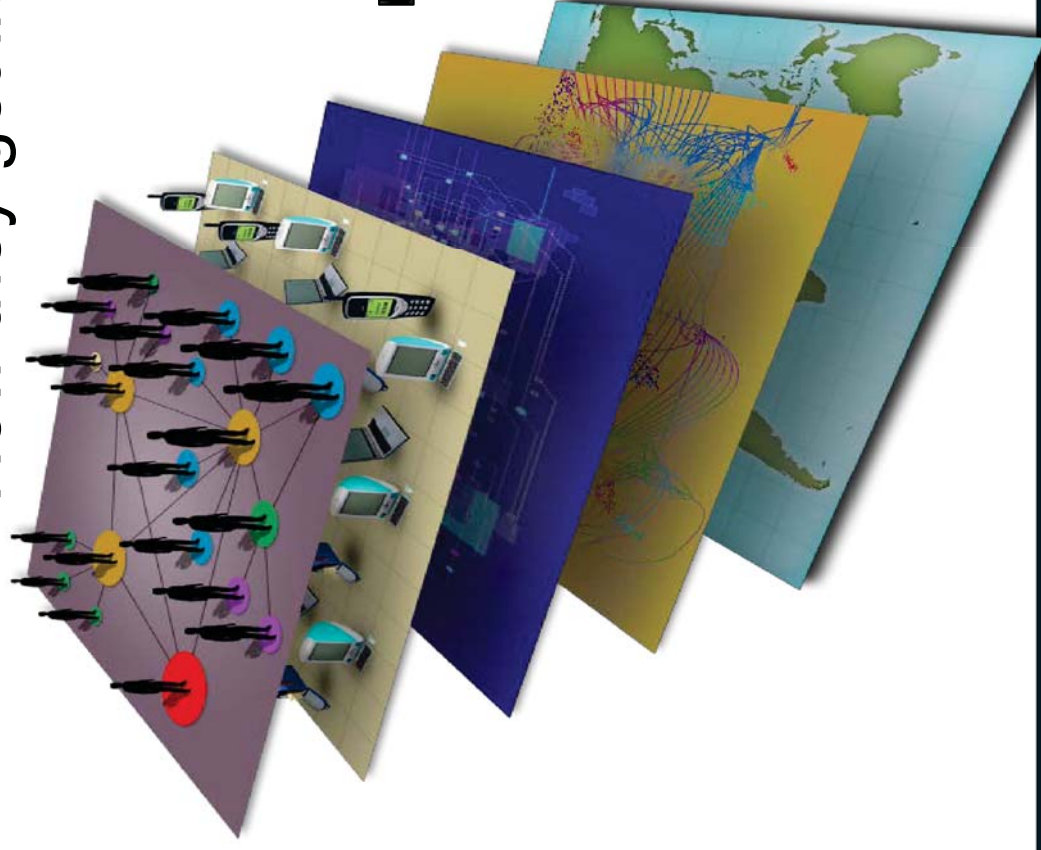


Technology Vulnerabilities

- Unintentional vulnerabilities or weaknesses
 - Design flaws
 - Implementation errors
- Intentional vulnerabilities or weaknesses
 - Predetermined deliverables can be implanted in a product with or without knowledge of company.
- **Supply Chain Threat** – a product can be easily tampered with in the supply chain to later facilitate a cyber-intrusion against that product in order to exploit a network and the information the network carries



How they get in: Access Methods



**Insider or CNE
or HUMINT**



Persona

Cyber Persona



**Computer
Network
Exploitation**



Logical Network

Physical Network  **Supply Chain**

Geographic

**Passive, Diffusion,
collection**





Cyber Threat Environment

- **Cyber Threats** are the possibility of a malicious attempt to damage or disrupt a computer network or system





CSE: IT Security Program

- We help prevent, detect and defend against IT security threats and vulnerabilities
- CSE provides unique technical expertise, capabilities and classified information that we use to complement commercial security technologies available to IT security practitioners
- We use our own methods and operations to detect and defend against threats that are not in the public domain



Cyber Supply Chain Issues

Cyber Supply Chain Issues

Technology is *evolving too quickly* for legislation.

No *international framework* or *standard guidance* for cyber supply chain guidance.

Reliance on *globally sourced* IT equipment exposes system/networks to a larger risk of untrusted vendors.

Organization are being driven into '*The Cloud*'.
Interconnections between *complex* computer networks and software are ubiquitous.

Organizations are increasingly *procuring COTS software* or *outsourcing development*, but procurement processes do not account for the issues of a complex supply chain.



An Issue of National Security

- **Risks from vulnerable technologies**
 - Covert and persistent access by cyber threat actors in GC departmental networks threatens the sovereignty of GC information and the continuity of government operations
 - Cyber threat actors are effective at exploiting inter/intra-connected network element technologies and management systems used to administer and operate network infrastructures
- **Risks from the supply chain**
 - Increases opportunities for threat actors to circumvent GC cyber security measures
 - More difficult for the GC to detect and remediate

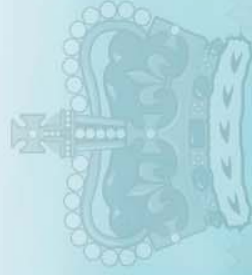


GC Shared Services Procurements

- Shared Services Canada and CSE are working in partnership to eliminate or significantly reduce risks to the GC from cyber threats & global supply chain vulnerabilities
- If required, CSE will provide follow-up briefings on supply chain risk mitigation to interested suppliers for GC shared services
- Security requirements for cyber-protection, cyber-defence and supply chain risk mitigation must be met by suppliers in order to successfully bid on GC shared services initiatives
 - As the IT Security authority for the GC, CSE will seek long-term partnerships with successful suppliers
 - CSE will assist Shared Services Canada in the pedigree analysis of supply chain information provided by respondents
- Examples of these requirements can be found on CSE's website under Technology Supply Chain Guidance



Questions & Answers





Thank-you for your participation.



CBSA Assessment and Revenue Management (CARM) Project

Functional Overview

May 28, 2015





Disclaimer

The information contained within this presentation is intended to communicate preliminary concepts for the CARM project as part of a SMART Procurement Process and cannot be interpreted as requirements or part of any contractual document. All information in this presentation is subject to change.



CARM Overview



CARM Project Summary

Manage our Revenue

Accounts Receivable Management: The need for modernized and integrated revenue management systems is well documented and understood. The CBSA is investing in modernizing its processes and systems in order to ensure that it can assess, collect and manage all aspects of its revenue accounting, eliminate manual reconciliation between systems, and better leverage available information.

Assessment/Re-Assessment: The CBSA will establish a common assessment/re-assessment engine that will automate the submission of trade information, better enabling consistent decision-making within the commercial and trade programs across the country.

Know Our Clients

Client Identification: In order for the CBSA to be able to modernize the way it interacts with its clients, the Agency will invest in the processes and systems required to properly identify, register and enroll clients in its various programs.

Client Management: Currently, the CBSA views its clients through individual transactions and does not have the ability to establish a holistic view. Investing in the capabilities required to manage individual commercial clients at a consolidated client account level is foundational for both improving internal operational effectiveness and client service delivery.

Support Trade Programs and Trade Partners

Case Management: Improving the current information and document management practices will better allow the CBSA to manage and execute its trade compliance activities.

Risk Management: Improved risk management capabilities will better allow the CBSA to target its trade compliance work so as to focus on areas of high or unknown risk.

Client Access: Trade partners will have real time access to enable better trade compliance



CARM Project Benefits

CARM will enable the CBSA to:

- View consolidated client account information with a national, holistic perspective.
- Integrate its sources of client, trade and financial information.
- Develop insights from the integrated data to improve risk management.
- Further focus its efforts on the health, safety and security of Canadians by reducing the assessment and revenue management duties of its Border Services Officers.
- Improve its information management practices.

CARM will enable the Agency's

Trade Chain Clients to:

- View, manage and update their own account information.
- Submit trade and accounting documents and information electronically.
- Access tools that will assist in complying with trade requirements.

CARM will enable OGDs to:

- Have increased confidence in the data received from the CBSA.
- Access an integrated view of trade information in real-time.
- Process payments more efficiently.



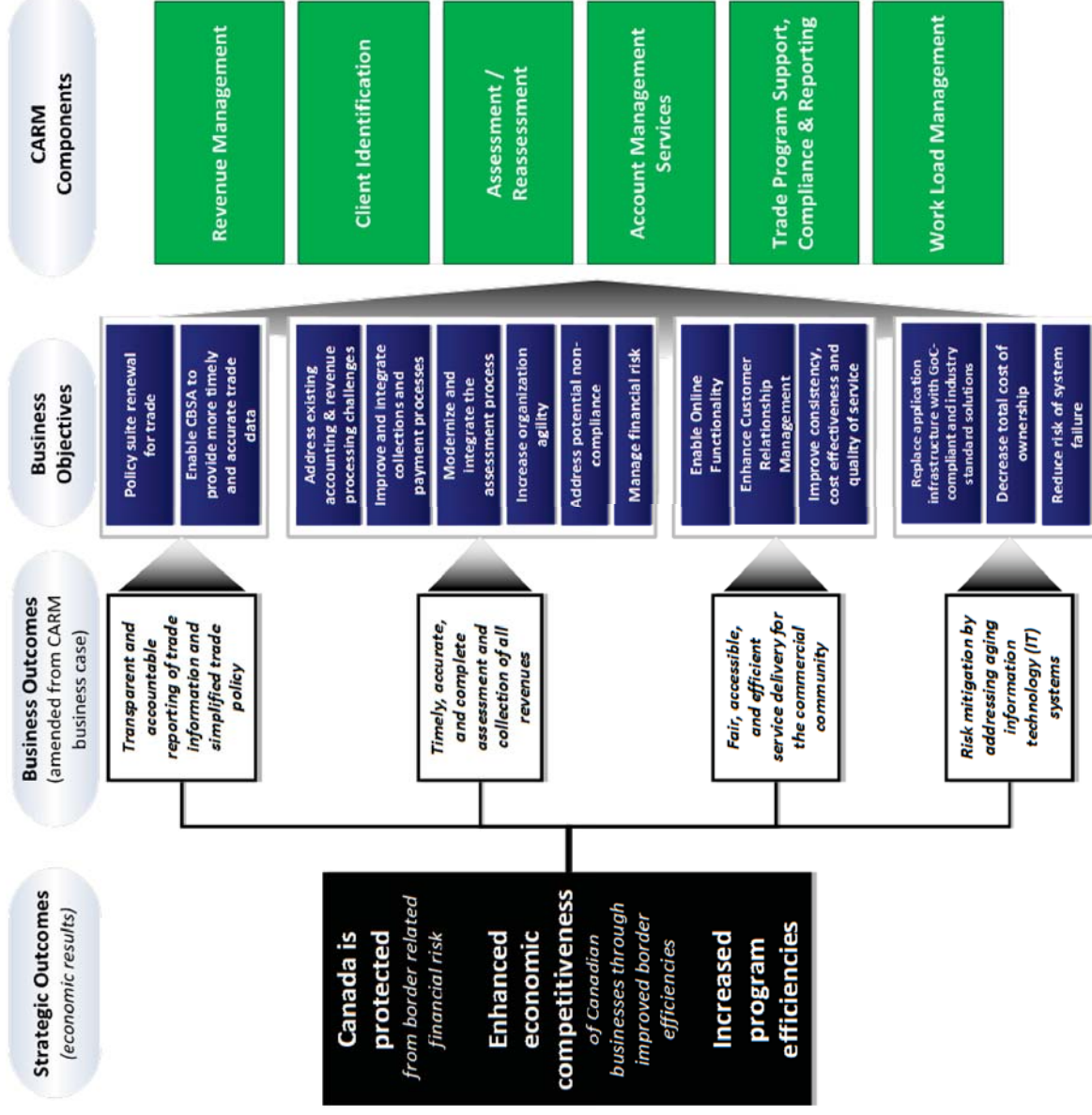
CARM Project Outcomes

Current	Future
Manual paper-based processes (e.g. B2 adjustments, recourse)	Automated processes (electronic submission of data)
Complex trade information requirements	Better tools to promote trade compliance
Clients have limited access to account information	Clients have ready access to current account information
Inconsistent application of rules and policies (e.g. permits, documentation)	Centralized, consistent application of rules and policies
Manual data-entry processes that increase error rates and require after-the-fact follow-up	Automated, real-time data validation
Managing every transaction	Managing clients holistically
Client information retained locally	National access to all client information
Non-integrated, customized and unsupported IT systems	Modern, integrated systems based on industry standards
Risk of revenue loss	Tighter controls to prevent revenue loss

Trade Chain Clients

CBSA

CARM Business Objectives



CARM Components



The CARM Project's scope is not limited to automating current processes. It encompasses the broader notion of process modernization: a true business transformation from the current linear, singular, mainly paper-based processes to a largely automated, holistic, cross-sectional business model. The six components of the CARM solution (below) are firmly based on improved accountability, technology, efficiency and client service.

Revenue Management

This component is comprised of business capabilities that allow CBSA to support the management and reporting of all tax and non-tax revenue collected by CBSA either for CBSA or on behalf of another government department or agency.

Client ID

This component is comprised of a series of capabilities and processes that allow CBSA to identify who a client is, what they do, and how they interact with the Agency. It will include both inward-facing functionality needed for CBSA users and outward-facing functionality to allow commercial clients to enroll in CBSA programs in a more centralized manner.

Assessment / Re-Assessment

This component includes business capabilities, processes, policies and systems used for assessing and re-assessing revenue transactions, including duties and taxes, penalties, interest charges, drawbacks, refunds and remissions, as well as reviews and recourse.

Account Management Services

This component is comprised of multiple capabilities that will permit the transmission, capture, and validation of client accounting data, as well as the return of status notifications to the client via a portal or EDI. It will provide commercial clients with a suite of self-service capabilities to support and expedite the management of client accounts.

Trade Program Support Compliance & Reporting

This component is comprised of a series of capabilities and processes that will enable CBSA to conduct trade compliance activities, support ongoing trade practices and promote new commercial trade, as well as sustain and foster the development of trade agreements.

Workload Management

This component is comprised of multiple business capabilities and processes that will enable CBSA to better manage its workload, including the assignment of work based on risk assessment principles and other operational strategies to optimize efficiencies.



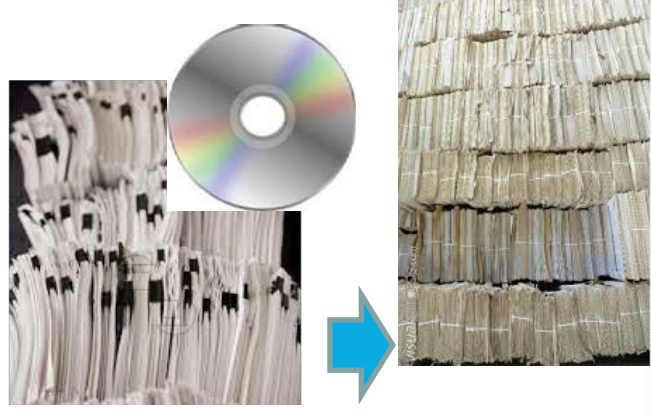
CARM Future State Commercial Processes



Adjustments Process

Current

The adjustments process is highly manual for both Trade Partners and CBSA with forms and documentation submitted separately from the original assessment creating vulnerabilities (e.g. data entry errors, blanket adjustments)



Future

The assessment and adjustments processes become one integrated information-gathering and revision process, allowing clients to submit, revise and finalize their trade information in an iterative and automated process.

- Adjust information from account
- Data validated at entry
- Data populated from existing information

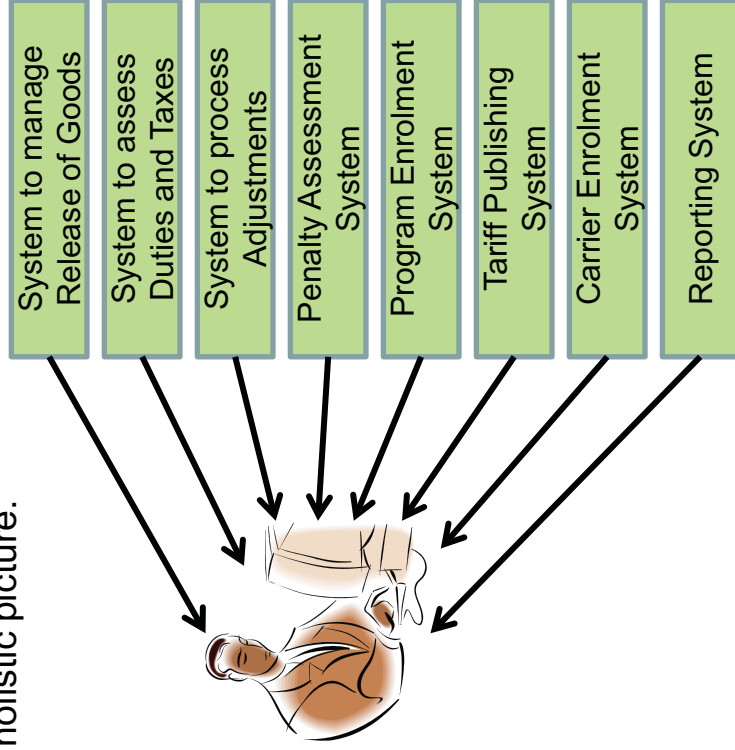


Trade Partner Account Information Access – Internal

Know Our Clients

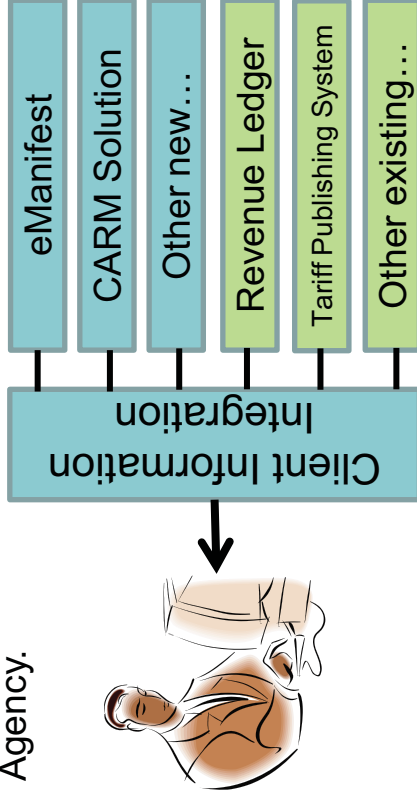
Current

In order to verify compliance, CBSA personnel need to access multiple systems to collect client account information and then integrate that information themselves to develop a holistic picture.



Future

The CBSA will be able to readily access a national, integrated, holistic view of a commercial client's trade activities with the Agency.



Support Trade Partners

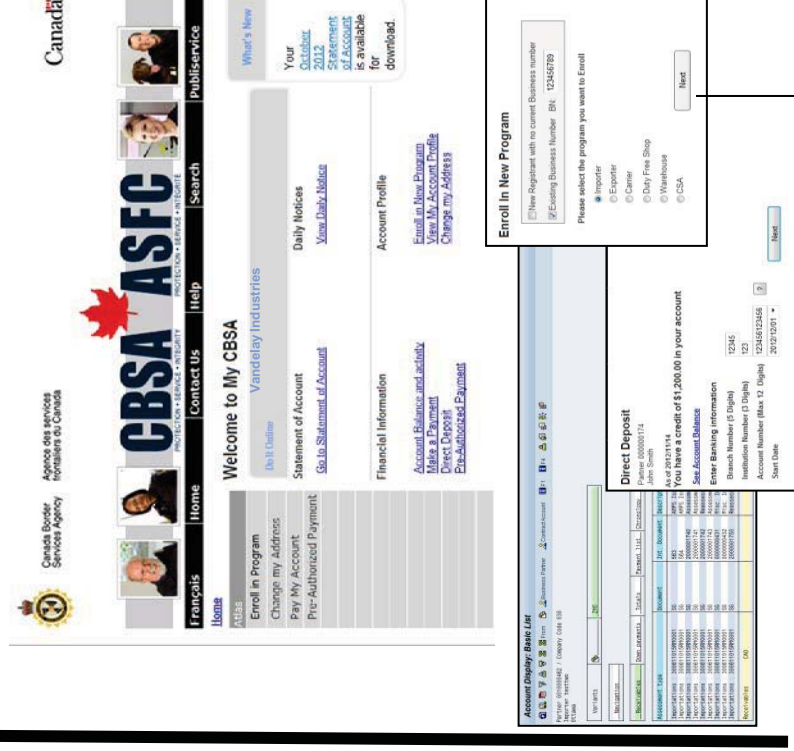
Trade Partners do not have immediate access to their CBSA accounting information. Daily and monthly notices are produced and either printed at offices or sent to subscribers as an electronic flat file.



Current

Future

All Trade Partners will have real-time access to their CBSA account information electronically.

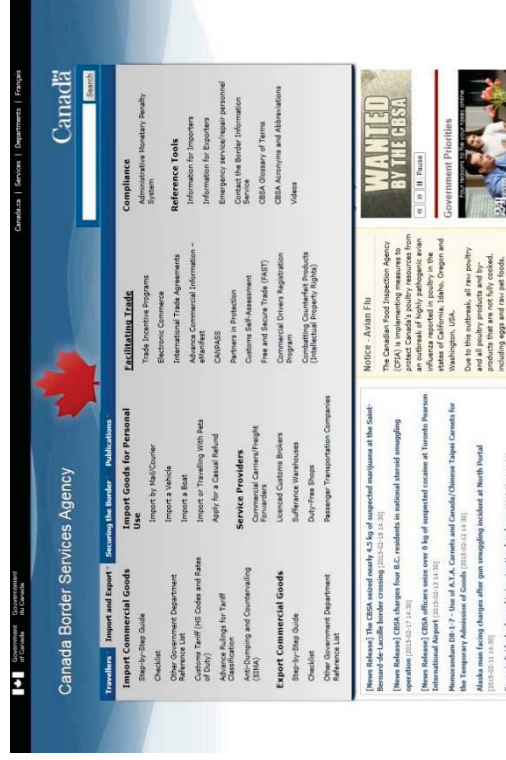


Support Trade Programs and Trade Partners

Tools for Trade Compliance

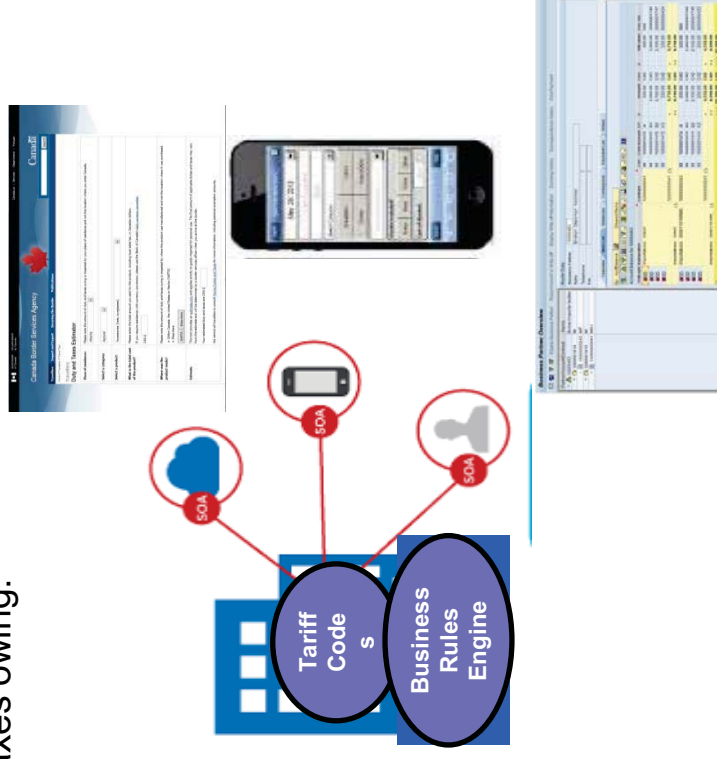
Current

The CBSA has limited client service tools available to assist our Trade Partners in navigating the complexity of our import process.



Future

The CBSA has a number of easy to access and easy to understand self-service tools to assist brokers, and commercial and casual importers in determining duties and taxes owing.



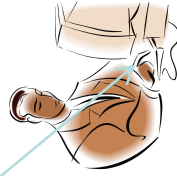
Support Trade Programs and Trade Partners



Payment Processing

Current

Brokers and Importers have to provide CBSA multiple cheques to pay for transactions such as GST and penalties..



Data entry and matching by CBSA



Future

Brokers and Importers will have the ability to use the Electronic Payment channel to pay for transactions such as GST and penalties.

This would increase accuracy and promote efficiency while reducing processing cost for both the clients and CBSA.



CBSA Clients makes payment at Financial Institution



Payments electronically remitted and applied to Client accounts.



CARM Future State Capabilities Overview



CARM Capabilities

Scope Component	Capability
1. Client Identification	C1 – Business Number Standardization
	C2 – Registration and Enrolment (R&E) Services
	C3 – R&E Workload and Document Management
	C4 – Integrated Client Profile
2. Assessment / Reassessment	C5 – Common Assessment and Adjustment Engine
	C6 – Import Accounting Simplification
	C7 – Support Traveler Assessment
3. Account Management Services	C8 – Pre-authorized Debits
	C9 – Direct Deposit
	C10 – Client and Account Profile Management
	C11 – CARM Portal and Online Client Services

Scope Component	Capability
4. Revenue Management	C12 – Extended Revenue Management
	C13 – Invoicing and Payment Management
	C14 – External Client View
5. Trade Program Support, Compliance and Reporting	C15 – Trade-Client Analytics and Reporting
	C16 – Financial Security Program Modernization
	C17 – Trade Content and Knowledge Management
6. Workload Management	C18 – Post-Release Verification Modernization
	C19 – CARM Workflow and Case Management
	C20 – Trade Risk Management Framework and Tools



CARM Capability Overviews

C1 – Business Number Standardization

Project Summary

The CBSA has initiated a voluntary process for businesses to provide Business Numbers (BN) to their commercial carrier, duty free shop and warehouse operator program accounts.

The CBSA is rationalizing the current client information from the multiple program areas in order to amalgamate the information in order to provide better client service.

C2 – Registration and Enrolment (R&E) Services

Project Summary

This capability will deliver the services to enable commercial applicants to contact the CBSA to conduct business across the border by registering for Business Number (BN) and RM accounts and enrolling in their desired commercial programs. Prior to the completion of the registration and enrollment process, a review of the client's eligibility to enroll in commercial programs will be conducted.



CARM Capability Overviews (cont'd)

C3 – R&E Workload and Document Management

Project Summary
This capability will replace the current workload and document management functions in systems such as DARRYL for the R&E process. This capability will leverage the enterprise level solution for workload and document management.

C4 – Integrated Client Profile

Project Summary
Using the unique client identifier (UCI) at the legal entity level, the integrated client profile will provide a centralized and consolidated view of client tombstone information, accounting information, and corresponding program accounts. This unique client account will allow the CBSA to identify who a client is, what they do, and how they interact with the Agency. The CBSA will consult with external stakeholders on the account structure that will be used.



CARM Capability Overviews (cont'd)

C5 – Common Assessment and Adjustment Engine

Project Summary

This capability will construct a foundational common assessment process, including the modernization of the processes for final accounting and related adjustments and reassessments for goods in the commercial continuum (e.g., commercial transactions, casual refunds, duty deferral, remission orders, tariff rate quota, redress and recourse). This capability will capture, validate, and provide notification on accounting information for commercial goods, namely cash-entries and the accounting for goods release, as part of the Release Prior to Payment program. Also included will be the accounting documents for other release programs, automatic interest calculation, late-accounting penalties and a modernized tariff publishing and history system.

C6 – Import Accounting Simplification

Project Summary

This capability will conduct a review and analysis of the interim and final accounting business processes, assessing the feasibility of moving to a different accounting process. The analysis will take into consideration all of the potential policy impacts. This capability will also be responsible for implementing a simplified import process.



CARM Capability Overviews (cont'd)

C7 – Support Traveler Assessment

Project Summary
The common assessment capability (see capability 5) will be made available, as required, to applications designed for travelers. Modernization of existing traveler applications and processes, and the creation of new applications for travelers, is not within CARM scope and will be the responsibility of the Traveler portfolio (e.g. TEPS, TRANDS).

C8 – Pre-authorized Debits

Project Summary
This capability augments the CARM Release 1 (ARL) implementation of ePayments and enable spre-authorized debits. Payments will be credited against a CBSA client account balance.



CARM Capability Overviews (cont'd)

C9 – Direct Deposit

Project Summary
This capability will develop the functionality for the CBSA to process its remittances by direct deposit.

C10 – Client and Account Profile Management

Project Summary
This capability will provide the CBSA with the ability to manage client files centrally and electronically, including tombstone information, transactional and trade-related actions.



CARM Capability Overviews (cont'd)

C11 – CARM Portal and Online Client Services

Project Summary

This capability involves the configuration of the CARM portal. The purpose of the CARM portal is to display the client account information and links to financial institutions in order to support ePayments, as well as account updates, registration and enrolments, and direct deposits.

Furthermore, this capability will improve the communication between the CBSA and its commercial clients by providing self service offerings. Delivery will be phased-in and will include the ability to:

- Electronically submit accounting/trade data, requests for advance rulings, voluntary disclosure, and redress.
- Receive and view notices, bulletins, and submission statuses online.
- Generate customized reports on up-to-date balances, account activities, individual transactions, or full statements online.
- Manage account information online (e.g., change address, add or modify representatives).
- Access functional guidance and support, such as relevant reference material, rulings, etc.



CARM Capability Overviews (cont'd)

C12 – Extended Revenue Management

Project Summary

This capability will extend the CARM Release 1 (ARL) Revenue Management to provide a financial controls framework to reconcile differences between the assessment and adjustment sub-processes and the Revenue Ledger. It will:

- Provide transparency and visibility to the source transaction of the revenue item at the sub-ledger level.
- Provide the CBSA's Comptrollership Branch with the ability to manage the account determination rules.
- Produce a new, enhanced Statement of Account with the ability to drilldown to the source transaction.
- Implement Revenue Ledger accounting accrual and closing sub-process improvements
- Implement Sub-ledger sub-processes and activities for interdepartmental settlements.
- Enable workflow for financial approval for adjustments and payment sub-processes.
- Implement temporary importations sub-processes with cash and non-cash security.
- Implement case management for commercial client level transactions.
- Provide the ability to capture traveler summary deposit and revenue information.
- Enable accounting in the Revenue Ledger for casual refunds, postal transactions, fees and penalties.



CARM Capability Overviews (cont'd)

C13 – Invoicing and Payment Management

Project Summary

This capability will enable electronic payment remittance via Electronic Data Interchange (EDI) for CBSA commercial clients through participating financial institutions in Release 1 of CARM (ARL). The introduction of ePayment to CBSA commercial clients will provide an alternative to in-person payments at the bank, saving time and money for clients. CARM will further the invoicing and payment activity from ARL to include additional processes and sub-processes.

C14 – External Client View

Project Summary

In Release 1 of CARM (ARL) this capability replaces the existing daily and monthly statements with simplified electronic Daily Notices (DNs) and monthly Statements of Account (SOAs). Electronic DNs and SOAs will be sent by EDI to account security holders. This capability will further the statement activities to include other transmission mechanisms, other statements and other recipient groups.



CARM Capability Overviews (cont'd)

C15 – Trade-Client Analytics and Reporting

Project Summary

This capability will provide the foundation to store trade data and client information centrally and provide the ability to generate comprehensive and audience-specific reports for internal and external clients. In addition, these data stores will enable sophisticated data mining analytics. Predictive analytics tools find patterns and outliers in historical data (e.g., raw trade data, such as import declarations and manifests, as well as customs data ,such as audit reports and physical inspection results) that may represent a financial or economic risk.

C16 – Financial Security Program Modernization

Project Summary

This capability will investigate options to simplify the current Release Prior to Payment security deposit program. The work will include reviewing the necessity to maintain this program and opportunities for consolidation or elimination of the 14 existing security programs ,based on the financial strength and compliance history of the client.



CARM Capability Overviews (cont'd)

C17 – Trade Content and Knowledge Management

Project Summary

This capability will develop a set of processes and technologies that support the collection, management, publishing, and retrieval of information. This information repository will meet the requirements of both external and internal stakeholders.

C18 – Post-Release Verification Modernization

Project Summary

This capability will identify the elements, processes and technologies needed to improve post-release verification audit efficiencies from within CBSA.



CARM Capability Overviews (cont'd)

C19 – CARM Workflow and Case Management

Project Summary

This capability will involve the development of an automated workload / case management solution in order to assign and transfer work files between employees and / or work units.

C20 – Trade Risk Management Framework and Tools

Project Summary

This capability will provide the foundation to establish a robust trade risk management environment and tools that will better enable the CBSA to:

- Develop trade risk criteria and algorithms.
- Identify errors in interim and final accounting documentation that need to be corrected prior to post-verification audits.
- Leverage and cross-reference the information provided throughout the lifecycle of the declaration to better understand discrepancies that could be relevant from a financial or economic risk perspective.
- Support the identification and targeting of post-verification audits in order to address non-compliance.



CARM

Legacy System Descriptions



CARM Release 1: Accounts Receivable Ledger

- Release 1 of CARM is the Accounts Receivable Ledger (ARL) which will:
 - Mitigate some significant risks faced by the Agency and address a number of criticisms against revenue management, accounting and reporting processes; and
 - Address existing accounting revenue processing difficulties and improve internal controls by integrating and standardizing program functions, maintaining client accounts, controlling accounts receivable information centrally and further automating revenue programs.
 - ARL is being built on the SAP Tax Revenue Management (TRM) system. This includes Public Sector Collection and Disbursement (PSCD) module.
 - ARL is planned for deployment in Q1 2016.



Legacy Systems Related to Commercial Services

The following CBSA legacy systems may be impacted, modified, or replaced by CARM / ARL:

- | | |
|--|--|
| 1. ACROSS (Accelerated Commercial Release System)/TITAN | 14. GEC (Global Enrolment Component) |
| 2. AFS (Administrative Fee system) | 15. ICES (Integrated Customs Enforcement System) |
| 3. AMPS (Administrative Monetary Penalty System) | 16. Larry (CSA Registration) |
| 4. BARKS-HQ (Batching Accounting and Reporting K32 System) | 17. PICS (Postal Import Control System)
i. PICS-HQ |
| 5. CRS-HQ (Casual Refund System) | 18. RCMS (Recourse Content Management System) |
| 6. CCEPS (Commercial Cash Entry Processing System) | 19. RL (Revenue Ledger) |
| 7. CCS (Customs Commercial System)
i. G11 (Daily Adjustment Statement)
ii. RCIS (Refund Cheque Issuance System)
iii. FIRM
iv. TRS (Technical Reference System)
v. CADEX Maps
vi. CADEX Application | 20. TPHS (Tariff Publishing and History System) |
| 8. CECIP (Customs Electronic Commerce Platform) | 21. TARS (Temporary Accounts Receivable System) |
| 9. CICP (Customs Interest Calculation Program) | 22. TEPS (Travelers Entry Processing System) |
| 10. CMRS (Consolidated Management Reporting Service) | 23. TRANDS (Travelers National Database System) |
| 11. TCMS (Trade Compliance Management System) | 24. TRAS (Tariff and Risk Assessment System) |
| 12. CPCS (Canadian Processing Centre System) | 25. WINLEMS (Windows License Evaluation and Monitoring System) |
| 13. Darryl (Carrier registration) | 26. NIS (NAFTA Inventory System) |
| | 27. NDDDS (NAFTA Duties and drawbacks Deferral System) |
| | 28. TRCS (Telephone Reporting Center System) |
| | 29. PTBS (Payment Tech Bank Service) |



Legacy System Descriptions

1. **Accelerated Commercial Release Operations Support System / TITAN**
Accelerated Commercial Release Operations Support System (ACROSS) is used to maintain and control the movement of commercial shipments into Canada.
TITAN is used by targeters within HQ and the regions to assess all marine and air cargo ACI data. TITAN is not an acronym.
2. **Administrative Fee System**
The Administrative Fee System (AFS) supports the management of fee collection for improperly documented arrivals which transporters are liable under the Immigration and Refugee Protection Act (IRPA).
3. **Administrative Monetary Penalty System**
The Administrative Monetary Penalty System (AMPS) is used as part of a civil penalty regime that secures compliance with customs legislation through the application of monetary penalties. It authorizes the CBSA to issue monetary penalties to importers, exporters, carriers, couriers as well as other service providers that contravene the prescriptions of the Customs Act, the Customs Tariff or the regulations under those Acts.
4. **Batch Accounting and Reporting K32 System**
BARKS is used to track and control Drawback and Duties Relief Programs for Canadian Importer/exporter companies.
5. **Casual Refund System**
The Casual Refund System (CRS) provides operational assistance to staff responsible for refunding duties and taxes on non-commercial goods brought into Canada through the mail, traveler and courier streams.
6. **Commercial Cash Entry Processing System**
The Commercial Cash Entry Processing System (CCEPS) is used by small commercial importers to generate B3 Canada Customs Coding Forms.
7. **Customs Commercial System**
The Customs Commercial System (CCS) processes B3 entry accounting commercial data from the point of confirming release through the accounting and collection of revenues, correction/adjustment of historical data and trade data reporting. It interfaces with numerous applications internal and external to CBSA.



Legacy System Descriptions

8. Customs Electronic Commerce Platform

The Customs Electronic Commerce Platform (CECP) allows importers, brokers, exporters, carriers, freight forwarders, and warehouse operators to exchange information electronically with CBSA through proprietary and standard EDI formats via a number of different communication modes which includes Direct Connect, Value Added Network (VAN), and the Customs Internet Gateway (CIG).

9. Customs Interest Calculation Program

The Customs Interest Calculation Program (CICP) application is used to calculate interest on transactions that are generated under the authority of the Customs Act, Customs Tariff Act and the Special Import Measure Act.

10. Consolidated Management Reporting System

CMRS is the technical framework for program reporting and provides a flexible structure to support existing and future reporting requirements for the agency.

11. Trade Compliance Management System (TCMS)

The Trade Compliance Management System represents the consolidation of several separate applications and systems into a single user-friendly platform for managing trade-related activities.

12. Canadian Processing Center System

The Canadian Processing Center System (CPCS) is used for application, enrolment and payment processing of our Trusted Traveller CANPASS suite of programs (all modes); Canadian Drivers Registration Program (CDRP); and payment processing for NEXUS, CANPASS Air, and FAST. CPCS links directly to GEC for membership updates and payment processing, as well as to Telephone Reporting Center System (TRCS) for membership updates so TRCS can process passages for our CANPASS suite of programs. (CANPASS Private Air, Private Boats and Commercial Air)

13. Carrier Code Program

DARRYL was developed to issue/register, maintain and manage the national cargo carriers.



Legacy System Descriptions

14.

Global Enrolment Component

The Global Enrolment Component (GEC) holds the membership profiles for NEXUS, CANPASS Air, and FAST. Applications are either keyed directly into GEC or received electronically from the US Global Online Enrolment System (GOES). All membership data and status for the above noted programs are stored in GEC. GEC is also used for passage processing of all Trusted Travellers utilizing either NEXUS/CANPASS Kiosk (Air mode), NEXUS Highway (land mode), or FAST commercial driver (at land borders utilizing IPIL as the commercial driver passage processing system). Each of these systems interface with GEC directly to validate travellers memberships. GEC collects passage information for all sites with NEXUS Highway, NEXUS/CANPASS Air Kiosk, and FAST commercial processing.

15.

Integrated Customs Enforcement System

ICES holds all the enforcement records, including seizures, lookouts, and enforcement actions. ICES also draws immigration enforcement information from the FOSS system and keeps a back up copy of FOSS that is used when FOSS is down. ICES contains information on traveler and vehicle passage history which is received from IPIL Air and IPIL Highway systems.

16.

Larry (CSA Registration)

The CSA/FAST Carrier data management system tracks client information, application and monitoring status for all CSA/FAST approved and applicant carriers.

17.

Postal Import Control System

The Postal Import Control System (PICS) is an automated invoicing and accounting system used to process international mail items entering Canada. Located at 3 sites nationally.

18.

TDMS Trade Dispute Management System Recourse Content Management System - TRADE

RCMS-Trade is developed on CBSA supported environment and provides electronic case management and processing, and a workflow component to ensure that completed trade related Recourse case reports are escalated, reviewed and approved by various CBSA HQ Recourse Directorate staff. Replaced TDMS Trade Dispute Management System.

19.

RL (Revenue Ledger)

An SAP ERP application that was built based on the CRA instance of Revenue Ledger and is the financial system of record for CBSA. The system manages financial transactions and reports in a timely manner the revenue posture of CBSA.



Legacy System Descriptions

20. **TPHS - Tariff Publishing and History System**
The Tariff Publishing and History System (TPHS) performs several functions: It maintains all Tariff data contained in the Custom Tariff; tracks the history of the tariff changes; publishes a copy ; supports distribution of Tariff information .
21. **TARS**
An SAP ERP application that was built based on the CRA instance of Revenue Ledger and is the financial system of record for CBSA. The system manages financial transactions and reports in a timely manner the revenue posture of CBSA.
22. **Traveller Entry Processing System**
The Travellers Entry Processing System (TEPS) is an automated entry processing and accounting system for traveler's goods.
23. **Travellers National Database System**
TRANDS validates and loads traveller information into a national database. The information is collected from declarations (B15s and K21s) captured in the Travellers Entry Processing System (TEPS). This data provides decision-making information to Headquarters
24. **TRAS Tariff and Risk Assessment System**
TRAS is an application that is used at HQ to maintain all of the federal and provincial rates used in the calculation of duties and taxes.
25. **Windows Licensee Evaluation and Monitoring System**
The WinLEMS application records license application and sales information on duty free shops located at various border crossings and international airports in Canada.



Legacy System Descriptions

26.

NAFTA Inventory System (NIS)

Canadian manufacturers who export to the U.S. and Mexico are allowed to file drawback claims through NAFTA with their regional drawback office on a periodic basis.

27.

NAFTA Duties and Drawbacks Deferral System

NDDDS allows external clients to submit drawback claims electronically and to capture information concerning Canadian exports to the United States and Mexico.

28.

TRCS Telephone Reporting Centre System

TRCS, allows individuals entering Canada by private and corporate aircraft, private boat, Nexus Marine and snowmobile to report their arrival and any declarations to CBSA via telephone

29.

PTBS

Payment Tech Bank Service



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Industry Day Summary Report

CBSA Assessment and Revenue Management

Version: 1.0

Dated: June 1, 2015

PROTECTION • SERVICE • INTEGRITY

Canada 

1. Industry Day Summary

Canada Border Services Agency (CBSA) held the CBSA Assessment and Revenue Management (CARM) Industry Day on May 28, 2015 in Ottawa, Ontario at 111 Sussex Drive in the Confederation Room from 08:30 am to 11:00 am. In attendance were a total of 29 firms/associations.

1. Accenture Inc.
2. A-Tsolutions
3. BackOffice Associates Canada
4. Bell Canada
5. Calian Technologies Ltd.
6. CGI
7. Crimson Logic Inc.
8. Deloitte Inc.
9. Dun & Bradstreet Canada
10. Ernst & Young LLP
11. Fujitsu Consulting Canada
12. General Dynamic
13. Hewlett-Packard Canada
14. IBM Canada Ltd.
15. Infosys Public Services, Inc.
16. IT/Net Ottawa Inc.
17. KPMG LLP
18. Le Groupe Conseil Bronson Consulting Group Inc.
19. Microsoft Canada
20. Modis Canada Inc.
21. NavPoint Consulting Group
22. Open Text
23. Oracle Canada ULC
24. PricewaterhouseCoopers
25. Randstad Canada
26. Salesforce
27. SAP Canada Inc.
28. SOMOS Consulting Group
29. TEKsystems Canada Inc.

2. Questions and Answers

Organisations in attendance were provided an opportunity to ask questions, in either official language, through various media, i.e., WebEx, teleconference, in person.

No questions were received during the Industry Day event on May 28, 2015.