



Canada Revenue
Agency

Agence du revenu du
Canada

Request for Information

No. 1000326639

Shredding Services

For

The Canada Revenue Agency

Closing Date and Time: November 13, 2015 at 2:00 pm (EST)

Disclaimer

Responding to this Request for Information (RFI) is not a prerequisite to receiving or being eligible to bid on any Request for Proposal (RFP) for this requirement. Any RFP will be advertised on the Government Electronic Tendering Service (GETS) commonly referred to as Buy and Sell (<https://buyandsell.gc.ca/>).

This RFI is not to be construed as a solicitation for tenders or proposals. No contract or other form of commitment will be entered into based on responses to this RFI. This RFI is not considered as authorization by the Canada Revenue Agency (CRA) to undertake any work that would result in costs to CRA.

Nothing in this RFI shall be construed as a commitment from CRA to issue an RFP for this program. CRA may use non-proprietary information provided in its review and/or in the preparation of any formal RFP. All responses will be held by CRA on a confidential basis (subject to applicable federal legislation) and remain the property of CRA once they have been received. CRA may reproduce or photocopy or transcribe the response and any non-proprietary supporting documentation for the purpose of its review and/or inclusion in any resulting RFP document. Contractors responding to this RFI may be invited to a meeting to further clarify their responses to questions provided in Appendix A herein.

CRA shall not be bound by anything stated herein. CRA reserves the right to change, at any time, any or all parts of the requirements, as it deems necessary. CRA also reserves the right to revise its procurement approach, as it considers appropriate, either based upon information submitted in response to this RFI or for any other reason it deems appropriate.

Responses and Enquiries:

Responses to this RFI will not be used to pre-qualify or otherwise restrict participation in any future procurement process (e.g. an RFP). Responses will not be formally evaluated.

CRA will not reimburse any expenditure incurred in preparing responses and participating in the presentation sessions related to this RFI.

The vendor must provide a contact name, email address and telephone number when submitting their response.

Respondents are requested to submit responses by Friday, November 13, 2015, 2 pm Eastern Standard Time.

Electronic submissions are preferred.

Vendors are requested to submit responses to this RFI using the following e-mail, facsimile number or delivery address:

Canada Revenue Agency
Contracting Division
Services and Print Section
250 Albert, Room 8058
Ottawa, ON K1A 0L5
Attn: Phuong Ly
Telephone No: (613) 957-3291
Facsimile No: (613) 957-6655
E-mail: Phuong.Ly@cra-arc.gc.ca

For delivery by hand or by courier, Monday to Friday 8:30 am to 3:00 pm, please contact Phuong Ly to arrange a drop off time.

All enquiries must be submitted via email to the attention of Phuong Ly at Phuong.Ly@cra-arc.gc.ca or by phone at (613) 957-3291.

Introduction

Request for Information (RFI) Process

The Canada Revenue Agency (CRA) is in the process of developing a new strategy for shredding services for its locations across Canada. In order to select the best procurement method and before possibly issuing a formal Request for Proposal, CRA is seeking industry feedback on the current state of shredding services delivered to its locations, including possible improvements and solutions. This feedback may be used to develop the CRA's procurement strategy, as well as the solicitation documentation.

The purpose of this RFI is to:

1. To help the CRA understand the shredding industry and look for opportunities to engage a strategy that improves the efficiency of their secure waste destruction services.
2. Solicit feedback and recommendations on options, constraints and possible solution(s) for the CRA shredding strategy.
3. Solicit comments on the RFI that would increase the likelihood of the initiative's success, minimize risk and increase cost effectiveness for the CRA and its clients.

Suppliers are invited to submit information in response to the questions listed in Appendix A of this document.

Glossary

Mobile Shredding: a vehicle with an approved mounted shredder which comes to CRA locations and shreds material on-site.

Off-site Shredding: the non-shredded material is transported to a Supplier's approved shredding facility to be shredded.

CRA owned shredders: Office, commercial or industrial type shredders that are located in CRA offices.

Totes: Wheeled containers with a lid that can be locked. They can hold 64 gallons/ 200 pounds or 96 gallons/300 pounds.

Cabinets: small, closed containers with a small opening on the top to allow a few sheets of paper to be dropped in a time. There is a lockable opening on one of the sides to allow retrieving of the paper inside. There can be a bag or other receptacle inside to collect the paper.

Current CRA Environment for Shredding Services

The CRA generates paper products and electronic media that require shredding to maintain confidentiality due to the nature of its business. Currently, each CRA office's shredding requirements are met by obtaining services from a shredding service provider or using CRA-owned shredders.

CRA has approximately 32 existing contracts with local shredding companies providing services to approximately 60 locations across Canada. The quality of services and terms and conditions vary with each contract.

In the National Capital Region, CRA uses the PaperSave program, which is managed by Public Works and Government Services Canada (PWGSC).

As CRA strives to print less paper through various electronic initiatives and waste reduction policies, shredding requirements have decreased in recent years and should continue to do so in the next few years.

CRA is in the process of developing a national strategy or regional strategies to address the shredding needs of CRA. The strategy may be further divided into smaller strategies to better address the requirements of certain offices. These may be grouped geographically or according to other factors that may be raised by this RFI. The strategy may include a combination of shredding methods, such as off-site, on-site and CRA owned shredders.

Electronic Media

CRA's available options for shredding of electronic media include: shipping to the Department of National Defence (DND) or Shared Services Canada (SSC) for destruction; or contracting with a third party vendor to shredding the electronic devices as needed.

Regional Information

The CRA is currently divided in six (6) regions: Atlantic, Quebec, Ontario, Prairies, Pacific, and the National Capital Region (NCR).

The number of locations, as well as their geographical location, varies by region. A list of locations per city, as well as their current shredding services, is provided in Appendix B. Please note that the locations are subject to change.

In addition, there are certain particularities in each of the regions. Detailed below are current situations that may need to be taken into consideration when responding to this RFI:

Atlantic Region

Currently, CRA owns 2 industrial shredders/disintegrators that are installed in a dedicated room in both the St. John's, Newfoundland and Summerside, PEI locations. They receive paper products from neighbouring Tax Service Offices (TSO). However, the machine in St. John's is not being used at this time and therefore there is a contract in place to provide mobile shredding for that site. The Summerside shredder is nearing end of life and whether to replace it or use alternative methods needs to be examined.

Quebec Region

At the Sherbrooke TSO, there is an industrial shredder (approximately 5' x 5' in size) that meets CRA's security requirements.

The Trois-Rivières TSO has a very low volume, about 5000 lbs annually which are picked up by the local contractor 4 times a year.

Ontario Region (excluding the NCR)

At the Thunder Bay TSO, there is also an industrial shredder (approximately 5' x 5' in size) that meets CRA's security requirements.

Currently, paper products for the Sudbury locations are being transported to a contractor's shredding facility in the Greater Toronto Area to be shredded. They are packed in boxes and transported on skids. The contract with the shredding Supplier has a \$0 value as the Supplier resells the shredded material.

National Capital Region (Ottawa and Gatineau)

Since 1976, the PaperSave Recycling Program has been in place within the National Capital Region (NCR) and is managed by PWGSC's GC Surplus. This program consists of collecting non-secured paper products from various federal government departments and selling the shredded paper fibres.

In the NCR, CRA also collects and sends secured paper documents to a vendor to securely shred the documents. The vendor then pays for the shredded paper fibres through an arrangement via the GC Surplus.

Prairie Region

In Winnipeg, paper products are being transported to a contractor's shredding facility within the city to be shredded. CRA owns all the equipment for the collection of the paper products and at this time asks for the empty totes to be returned immediately after they are delivered to the shredding facility. The contract with the shredding Supplier has a \$0 value as the contractor retains the shredded materials to be sold to another third party for pulping.

All paper products from two Calgary offices and the Red Deer office are brought to one Calgary office for shredding.

The Brandon office has two larger sized office shredders that currently satisfy their requirement.

Pacific Region

Some offices are located in close proximity to each other so that employees from one office bring the totes to the other location and the pick up or mobile shredding is completed at one location.

In Surrey, monotainers are used to hold the material for transport to the off-site facility. The monotainers are then returned to the location after shredding has been completed.

Constraints

There are concerns and constraints that would need to be considered when developing a national strategy for shredding services in the CRA:

- The strategy must include all sites, but may have different considerations for each site
- At certain CRA locations, there are health and safety concerns with the noise level and smell of the fumes for mobile shredding
- Not all sites have a loading dock or access to the loading dock
- Some sites have limited storage space for the non-shredded material
- Some sites may not have space available for a shredding vehicle

These constraints are listed in Appendix B.

Security

The CRA mandatory security requirements are provided in Appendix C. Any proposed solution must meet or exceed in each criteria in Appendix C.

Appendix A: Questions

The following questions are representative of the type of information the CRA is seeking as it considers how to structure any RFP that might follow this RFI process.

Respondents must note that this list of questions is not exhaustive, and respondents are invited to provide any additional information that might prove useful and/or beneficial to the CRA in preparing any subsequent RFP.

Suppliers that provide written feedback may be invited to a one-on-one consultation session with CRA representatives. This session would allow suppliers to provide additional feedback pertaining to this RFI as well as to explain comments made in their written submission.

Questions

1. What are the industry best practices to manage shredding services?
2. Is it an industry standard that all companies shred both paper products and electronic media? If so, are they handled the same way or are there different protocols for the different materials
3. What are the industry standards for picking up and shredding materials? How do you manage the different types of recyclable paper, such as cardboard?
4. What are the industry's tolerance levels for unacceptable material in the shredding products such as binder covers, staples, paper clips, plastic, photographs and carbons?
5. Are there any electronic media products that a paper shredding vendor would not be able to shred (for example hard drives from photocopiers, scanners, multifunctional devices, VHS, cassettes, etc.)?
6. What are industry best practices to reduce the amount of unacceptable material and the amount of sorting?
7. Please identify any issues that would limit your ability to perform the work outlined in this RFI.
8. Are there any restrictions that would prevent shredding companies from meeting the mandatory security requirement as outlined in Appendix C?
9. What procedures are available for handling products to be shredded to reduce risk of a security breach and increase efficiency?
10. Would there be a reason why it would not be possible to service **all** the locations in a specific region?
11. Are there any opportunities for cost recovery?
12. Given the variance in the volumes (some sites experience peak periods), locations and constraints, is there a possible procurement strategy for shredding services that could improve CRA's efficiency, cost and environmental impact?
13. How best to manage the increased volume during the peak periods?

14. Are there any elements or consideration CRA should be aware of that may increase/decrease the cost of the shredding or better manage the cost (i.e. regular pick up schedules, minimum volumes, using specific totes, etc.)? Please specify and elaborate.
15. With the government moving towards a paperless environment, what are the common practices for CRA to best manage the shredding requirement as the volume decreases over time?
16. Is there a long term benefit to CRA owning the totes and cabinets?
17. What is the suggested basis of payment format that would help CRA manage the cost and increase compliance in the bids?
18. What is the standard pricing structure for shredding services (e.g. unit of measure, frequency, other factors or considerations, etc.)?
19. Given CRA's current environment, is it possible to develop a national solution that will address the limitations and specific constraints related to the various sites?
20. Is there any information that has not been provided that the industry would need to know in order to propose a strategy?

Appendix B: CRA Locations

Region	City	Province	# of Locations	Method of Shredding	Annual Output/Volumetric (LBS)	Annual Output/Volumetric (Cubic feet)	Peak Periods	Limitations
Quebec	Montréal	QC	2	Off-site for one site & the other uses office shredders	81,560.00	2718.67	Jan - May	No parking available/ Limited storage space
Quebec	Quebec	QC	1	Off-site	72,000.00	2400.00	Sep - May	N/A
Quebec	Shawinigan-Sud / Trois-Rivières	QC	2	Off-site	340,500.00	11350.00	Mar- May	Shared loading dock/ Limited storage space
Quebec	Brossard	QC	1	Mobile truck	21,000.00	700.00	Jan-Apr	Shared loading dock/ Limited storage space
Quebec	Jonquière / Chicoutimi	QC	2	Off-site	90,181.37	3006.05	Feb - Jun	N/A
Quebec	Rimouski	QC	1	Office shredders & if too much sent to Quebec City	6,000.00	200.00	Mar + Jul	Limited storage space
Quebec	Rouyn-Noranda	QC	1	Mobile truck	9,750.00	325.00	N/A	N/A
Quebec	Sherbrooke	QC	1	CRA disintegrator	4,800.00	160.00	Jul + Dec	No parking available/ Shared loading dock
Quebec	Laval	QC	1	Off-site	46,800.00	1560.00	N/A	
Prairie	Regina	SK	2	Off-site	60,000.00	2000.00	N/A	No loading dock/ Limited storage space
Prairie	Saskatoon	SK	1	Off-site	46,800.00	1560.00	Jun/Dec	No parking available/ Shared loading dock
Prairie	Edmonton	AB	1	Mobile truck	11,272.12	375.74	Jul-Dec	Other
Prairie	Lethbridge	AB	1	Mobile truck	9,600.00	320.00	N/A	N/A
Prairie	Calgary / Red Deer	AB	3	Mobile truck for 1 location & the other 2 send it to that location in Calgary	144,000.00	4800.00	Aug - Mar	N/A

Prairie	Winnipeg	MB	4	Off-site	286,903.00	9563.43	Feb - Jul	N/A
Prairie	Brandon	MB	1	CRA shredder & Sent to Winnipeg if too much	1,200.00	40.00	N/A	
Pacific	Surrey	BC	3	Off-site for 2 sites & the other site sends it to one location	499,200.00	16640.00	N/A	No parking available/ Shared loading dock/ Limited storage space/
Pacific	Prince George	BC	2	Mobile truck at one location & the other sends it to the other location	7,200.00	240.00	N/A	Limited secure storage space
Pacific	Kelowna/Penticton	BC	3	Off-site at 2 locations & the other sends it to the Penticton location	55,200.00	1840.00	N/A	N/A
Pacific	Vancouver	BC	5	Mobile truck at 4 sites & Off-site at 1 site	325,600.00	10853.33	N/A	No parking available/ Shared loading dock/ Limited storage space/
Pacific	Victoria	BC	2	Off-site at one location & the other sends it to that location	50,400.00	1680.00	N/A	N/A
NCR	Ottawa	ON	26	Paper Save	187,391.00	6246.37	Jan - Jun	N/A
NCR	Gatineau	QC	1	Paper Save	In Ottawa data		N/A	No loading dock
Ontario	Belleville	ON	1	Mobile truck	15,000.00	500.00	N/A	N/A
Ontario	Toronto	ON	6	Off-site & 2 smaller offices sent to other sites	218,400.00	7280.00	Winter/ Spring	Shared loading dock
Ontario	Mississauga	ON	1	Off-site	72,000.00	2400.00	Feb - May	Shared loading dock
Ontario	Barrie	ON	1	Mobile truck	75,000.00	2500.00	Winter/ Spring	No parking available
Ontario	Whitby / Oshawa	ON	2	Mobile truck	108,000.00	3600.00	Winter/ Spring	No parking available / Shared loading dock
Ontario	Thunder Bay	ON	1	CRA disintegrator	18,000.00	600.00	N/A	Shared loading dock

Ontario	London	ON	2	Off-site	36,000.00	1200.00	Jan - April	No parking available/ Shared loading dock
Ontario	Kitchener	ON	2	Off-site	52,000.00	1733.33	Peak Periods Fluctuate	Shared loading dock
Ontario	Sudbury	ON	1	Off-site	257,938.20	8597.94	Mar - Jul	N/A
Ontario	Hamilton	ON	2	Off-site	203,194.43	6773.15	N/A	Shared loading dock/ Limited storage space
Ontario	St. Catharines	ON	1	Mobile truck	21,600.00	720.00	Consistent schedule from Month to Month	Shared loading dock/ Limited storage space
Ontario	Windsor	ON	2	Off-site	33,600.00	1120.00	N/A	Shared loading dock/ Limited storage space/ looking to move into one building
Ontario	Sault Ste Marie	ON	1	Sent to the Sudbury location	1,000.00	33.33	N/A	N/A
Ontario	North Bay	ON	1	Sent to the Sudbury location	2,080.00	69.33	N/A	N/A
Ontario	Peterborough	ON	1	Mobile truck	8,100.00	270.00	Dec	N/A
Ontario	Kingston	ON	1	Mobile truck	10,800.00	360.00	N/A	N/A
Atlantic	Charlottetown	PEI	1	Sent to Summerside	5,200.00	173.33	N/A	Limited storage space
Atlantic	Summerside	PEI	1	CRA disintegrator	972,000.00	32400.00	N/A	Limited storage space/ disintegrator nearing end of life
Atlantic	St. John's	NFLD	3	CRA disintegrator & Mobile truck at one location the other sends it to that location	357,510.00	11917.00	Feb - Jul	Limited storage space/ disintegrator not in use currently
Atlantic	Grand Falls-	NFLD	1	Sent to St. John's	In St. John's data		N/A	

	Windsor							
Atlantic	Sydney	NS	1	Mobile truck	9,000.00	300.00	N/A	
Atlantic	Halifax	NS	2	Mobile truck at one location & the other sends it to that location	60,000.00	2000.00	N/A	Gated Entry
Atlantic	Bathurst	NB	1	Mobile truck	8,640.00	288.00	N/A	No parking available/ No loading dock
Atlantic	Moncton	NB	1	Mobile truck	5,400.00	180.00	N/A	N/A
Atlantic	Saint John	NB	2	Mobile truck at one location & the other sends it to that location	137,700.00	4590.00	Aug to Mar	Shared loading dock/ Limited storage space/

Regions
Quebec
Prairie
Pacific
NCR
Ontario
Atlantic

Definitions:

CRA disintegrator: The paper products are shredded at a CRA site using a CRA owned industrial shredder

Mobile truck: The paper products are shredded by a third party provider at a CRA site

Off-site: The paper products are transported to a third party provider to be shredded at the contractor's facility

**The conversion rate for LBS to Cubic feet is 30 LBS per Cubic Foot.

Appendix C

SECURITY GUIDE FOR CANADA REVENUE AGENCY DISPOSAL CONTRACTS

On site-Mobile destruction services (truck-mounted shredders) for paper format and electronic media Commercial Service Providers

1. Information should be destroyed as close to the origin as possible and preferably within a controlled and isolated area.
2. The shredding must be done under the constant supervision of a security cleared Agency employee. The authorized Agency employee must supervise the process and is responsible to verify that the material is destroyed to the specified standard.
3. Material (paper format and electronic media) must be destroyed in accordance with the following standards:
 - a) Sensitive paper material at the PROTECTED B level must be shredded as follows :

A maximum width of 16mm x 100mm strips. All shredding must be done in Canada. Once shredded or pulped, the end product will be considered as non-sensitive/unclassified and may be sold to anyone, anywhere without further stipulations. Baling of the shredded material is required.
 - b) Sensitive electronic media at the PROTECTED B level must be destroyed as follows :

Magnetic Media

Applies to:

- Hard-disc drive (HDD)
- Floppy disks
- Magnetic tape (DAT cartridge, back-up tape, reel-to-reel, audio cassette, VHS, Beta, etc)
- Magnetic stripe cards

Disks: at least 3 pieces, ea maximum area < 58cm²
(e.g.: 3" x 3").

Magnetic tape: pieces, ea maximum length < 50mm (2").

Stripe cards: pieces, ea maximum area < 160mm²
(e.g.: 1/2" x 1/2").

Optical Media (Applies to: CD and DVD)

Reduce **CDs** and **DVDs** to small pieces
< 160mm² in area (e.g., 1/2" x 1/2");

Miniature Electronic Storage devices

Applies to:

- USB Thumb Drives
- PDAs including Blackberrys and other flash memory (EEPROM) devices
- Miniature glass-disk drives

Miniature drives or EEPROM/Flash devices: reduce the device to pieces, each with maximum area < 160mm² in area (e.g., 1/2" x1/2").

SECURITY GUIDE FOR CANADA REVENUE AGENCY DISPOSAL CONTRACTS

Off-site destruction services for paper format and electronic media Commercial Service Providers

1. The Contractor must, at all times during the performance of the contract, hold a valid Designated Organization Screening (DOS), with approved Document Safeguarding at the **PROTECTED B** level, issued by the Canadian Industrial Security Directorate, Public Works and Government Services Canada.
2. The Contractor personnel involved in the pickup, transportation and destruction of paper records or IT media containing protected information must **EACH** have a valid **RELIABILITY STATUS** approved by the Canadian and International Industrial Security Directorate, Public Works and Government Services Canada. The selected contractor will be required to obtain the necessary **RELIABILITY STATUS** prior to any contract being awarded.
3. Records are to be placed in locked totes and picked up by vehicles with a fully enclosed cargo area. All cargo area access doors are to be equipped with locking hardware approved by the CRA Security Services. The totes are to be grouped together in the cargo area and must remain locked and sealed at all times during transportation.
4. Vehicle cargo areas are to be locked at the pick up location immediately after loading by a designated CRA employee. The driver will prepare a Bill of Lading, record the seal numbers from each tote on the Bill of Lading, and leave a copy with the CRA employee.
5. Records are to be transported to the contractor's facility with no undue delays or unnecessary stop-overs. In the event of emergency stops due to mechanical or other problems, the loaded vehicle must not be left unattended.
6. Vehicles used in the transportation of CRA records must be equipped with communication devices (i.e. Cellular phone, pager or radio phone etc.) for use in case of emergencies.
7. Security seals are to be removed by security cleared personnel at the Contractor's site, after verification that the seal numbers match the Bill of Lading. The Sensitive records/material must be moved to secure storage or directly to the shredding or pulping area.
8. The Contractor's storage facilities and shredding rooms must be equipped with approved electronic intrusion detection systems acceptable to the CRA Security Services.
9. Records are to be physically destroyed within the time frame specified by the client, **not to exceed 72 hours** after pickup from the CRA site.
10. **Sensitive material to the PROTECTED B level must be shredded to a maximum width of 16mm x 100mm strips within the building.** The shredder must be properly separated and secured from other shredders of a larger cut in the same building. All shredding must be done in Canada. Once shredded or pulped, the end product will be considered as non-sensitive/unclassified and may be sold to anyone, anywhere without further stipulations. Baling of the shredded material is required.

Sensitive electronic media at the PROTECTED B level must be destroyed according to the following destruction standards:

Magnetic Media

Applies to:

- Hard-disc drive (HDD)
- Floppy disks
- Magnetic tape (DAT cartridge, back-up tape, reel-to-reel, audio cassette, VHS, Beta, etc)
- Magnetic stripe cards

Disks: at least 3 pieces, ea maximum area < 58cm²
(e.g.: 3" x 3").

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Applies to:

- USB Thumb Drives
- PDAs including Blackberrys and other flash memory (EEPROM) devices
- Miniature glass-disk drives

Miniature drives or EEPROM/Flash devices: reduce the device to pieces, each with maximum area
< 160mm² in area (e.g., 1/2" x1/2").

11. If the Contractor's facilities are more than 1 day travel (24 hours) from the point of pickup, the following security measures are mandatory:
 - a) the vehicle will be equipped, as a minimum, with a wire mesh divider separating the driver from the material storage area, if applicable.
 - b) if the vehicle is parked temporarily while transporting sensitive material, every attempt must be made to maintain visual surveillance.
 - c) vehicles or trailers (if a tractor/trailer combination) required to transport sensitive material, shall be equipped with an alarm system (intrusion detection device) approved by CRA Security Services, including a paging system to the driver/operator.
12. At the request of CRA Security Services, the Contractor's facility must be accessible during regular business hours in order for CRA Security Services to conduct inspections to ensure that the security requirements specified in the contract are respected. Consequently, the Contractor must ensure that CRA Security Services will be granted with prompt and effective access to the related facility.