



# **North Warning System (NWS) Office Statement Of Work (SOW)**

**April 2020**

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**List of the NWS SOW Doc  
Acronyms**

AA	Accountable Advance
ABP	Annual Building Plan
ACCC	Association of Canadian Community Colleges
AFTAC	Air Force Technical Applications Centre
AGC	Above Ground Complex
AHJ	Authority Having Jurisdiction
AMP	Asset Management Plan
AQAP	Allied Quality Assurance Publication
ATE	Automated Test Equipment
ATO	Authority To Operate
AUCC	Association of Universities and Colleges of Canada
AWOS	Automated Weather Observation System
AWR	Additional Work Requirement
BCOA	Business Case Option Analysis
BCR	Building Condition Report
BER	Beyond Economical Repair
BPR	Building Performance Review
CA	Contracting Authority
CADD	Computer-Aided Design and Drafting
CADS	Canadian Air Defence Sector
CAF	Canadian Armed Forces
CCC	Care, Custody and Control
CDF	Combined Distribution Frame
CDRL	Contract Data Requirements List
CEAA	Canadian Environmental Assessment Act
CEPA	Canadian Environmental Protection Act

CFAA	Canadian Fire Alarm Association
CFB	Canadian Forces Base
CFSM	Canadian Forces Supply Manual
CGCS	Canadian Government Catalogue System
CHI	Contractor Held Inventory
CI	Configured Item
CIS	Contractor Issued Spares
CLC	Canada Labour Code
CLCA	Comprehensive Land Claim Agreement
CM	Corrective Maintenance
CMMS	Computerized Maintenance Management System
CMO	Contract Management Office
CMS	Control and Monitoring system
COMSEC	Communications Security
COTS	Commercial Off The Shelf
CPCI	Computer Program Configuration Items
CPIN	Computer Program Identification Number
CPR	Cardiopulmonary Resuscitation
CSA	Configuration Status Accounting
CSA	Canadian Standards Association
CSE	Communication Security Establishment
CSEMP	Cyber Security Event Management Plan
CSN	Canadian Switchboard Network
CSR	Customer Support Request
CSTB	Communications System Test Bed
CTAT	Controlled Technology Access and Transfer
CTS	Course Training Standard
CY	Current Year

DAOD	Defence Administrative Orders and Directives
DCN	Document Change Notice
DEG	Diesel Electric Generator
DID	Data Item Description
DLCU	Dew Line Clean Up
DND	Department of National Defence
DOS	Declaration of Surplus (Form 1303)
DRMIS	Defence Resource Management Information System
DSCO	Directorate Of Supply Chain Operations
EAGLE	Enhanced Automated Graphical Logistics Environment
EBS	Equipment Breakdown Structure
ECF	Electronic Control Facility
ECMP	Environmental Compliance Management Program
ECR	Engineering Change Request
EIA	Environmental Impact Assessment
EIN	Equipment Identification Number
ELE	Estimated Life Expectancy
EM	Emergency Maintenance
EPP	Environmental Protection Plan
ERP	Enterprise Resource Planning
ERRC	Expendability, Reparability, Recoverability Category
ESR	Equipment Status Report
FAT	Factory Acceptance Test
FCI	Facility Condition Index
FEDLOG	Federal Logistics Data
FFP	Fixed Firm Price
FHBRO	Federal Heritage Buildings Review Office
FIFO	First In First Out
FY	Fiscal Year

FYO&SP	Five Year Operations and Sustainment Plan
GAG	Ground Air Ground
G/A/G	Ground-Air-Ground
GFA	Government-Furnished Accommodation
GFE	Government Furnished Equipment
GFI	Government-Furnished Information
GFM	Government Furnished Material
GOCC	Government Owned Materiel in Contractor Custody
GOM	Government Owned Materiel
GSM	Government Supplied Material
HPA	Hazardous Products Act
HPR	High Priority Requirements
HR	Human Resources
HVAC	Heating, Ventilation and Air Conditioning
IMS	Information Management System
ISO	International Standards Organization
IP	Internal Protocol
ISSMS	Information Security Management System
IT	Information Technology
ITAR	International Trade in Arms Regulations
ITSE	Information Technology/Software Engineering
ITSG	Information Technology Security Guidance
IV	Inherent Availability
JHA	Job Hazard Analysis
KPI	Key Performance Indicator
LCFM	Life Cycle Facilities Management
LCM	Life Cycle Manager

LCMM	Life Cycle Material Manager
LHCN	Long Haul Communications Network
LOCID	Location Identifiers
LRR	Long Range Radar
LRU	Line Replaceable Unit
LSS	Logistics Support Site
LTI	Limited Technical Inspection
LUC	Labour Use Code
m and m <sup>2</sup>	metre and square metre
MCF	Maintenance Control Facility
MCS	Maintenance Control System
MMIS	Maintenance Management Information System
MOU	Memorandum of Understanding
MRC	Maximum Repair Cost
MSDS	Material Data Safety Sheet
MSE	Mobile Support Equipment
MTBCMA	Mean Time Between Corrective Maintenance Action
MTBF	Meant Time Between Failure
MTTR	Mean Time To Repair
NAPEG	Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
NCR	National Capital Region
NCF	Network Control Facility
NDQAR	National Defence Quality Assurance Representative
NMS	National Master Specification
NOTAM	Notice To Airmen
NSN	NATO Stock Number
NW	North Warning
NWB	Nunavut Water Board
NWS	North Warning System
NWSSC	North Warning System Control Center

NWSO	North Warning System Office
NWSO TA	North Warning System Office Technical Authority
NWSSC	North Warning System Support Center
OEM	Original Equipment Manufacturer
OH&S	Occupational Health and Safety
OMP	Optimized Maintenance Program
O&M	Operation and Maintenance
ORA	Outside Repair Agency
PA	Public Address
PA	Procurement Authority
PBX	Public Exchange
PCRA	Project Complexity and Risk Assessment
PDR	Project Delivery Regime
PDSS	Performance Database Support Software
PGS	Power Generation System
PI	Performance Indicator
PLC	Programmable Logic Controller
PM	Preventive Maintenance
PMBOK	Project Management Body of Knowledge
PME	Prime Mission Equipment
PMI	Project Management Institute
PMO	Program Management Office
PMP	Program Management Plan
PMP	Preventive Maintenance Program
PMR	Performance Measurement Regime
POL	Petroleum, Oil and Lubricants
PPE	Personal Protective Equipment
PRM	Program Review Meeting

PSCN	Permanent system control number
QDR	Quality Deficiency Report
RCAF	Royal Canadian Air Force
RCFA	Root Cause Failure Analysis
RCG	Remote Control Group
REMIS	Reliability and Maintainability Information System
RF	Radio Frequency
RFW	Request For Waiver
RICC	Remote Interface Communications Controller
R&O	Repair and Overhaul
RPDRL	Real Property Deliverable Requirements List
RP-SDR	Real Property Service Delivery Regime
RP-TA	Real Property Technical Authority
R&Q	Rations and Quarters
SAVMS	Security and Video Monitoring Systems
SCADA	Supervisory Control and Data Acquisition System
SDLC	System Development Lifecycle
SDR	Service Delivery Regime
SDS	Sustainable Development Strategy
SDU	Site Display Unit
SGT	Satellite Ground Terminal
SIR	Stocktaking Investigation Report
SLA	Service Level Agreement
SM	Systems Maintenance
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOW	Statement Of Work
SRD	Short Range Development
SRC	Security Requirements Check List
SRR	Short Range Radar
SRU	Shop Repairable Unit

SSC	Shared Services of Canada
SSR	Stocktaking Summary Report
STO	Stock Transfer Order
STS	Storage Tank System
TA	Technical Authority
TB	Treasury Board
TBS	Treasury Board of Canada Secretariat
TCTO	Time Compliant Technical Order
TCP	Transport Connect Protocol
TDAN	Technical Data Action Notice
TDG	Transport of Dangerous Goods
TPS	Third Party Support
TRA	Threat Risk Assessment
TSB	Technical Services Building
UCR	Unsatisfactory Condition Report
UHF	Ultra High Frequency
US	United States
USAF	United States Air Force
UAR	Unattended Radar
VHF	Very High Frequency
VMN	Video Monitoring Network
WHMIS	Workplace Hazardous Materials Information System
WMS	Work Management System
WO	Work Order
WR	Work Request
WRB	Warranty Review Board
WUC	Work Unit Code



## SOW Section 1:

- Sub Section 1 - NWS Concept of Operations (CONOPS);
- Sub Section 2- NWS Program Management (PM); and
- Sub Section 3- NWS Maintenance (Maint) and Sustainment (Sust)

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## **Section 1 NWS Concept of Operations**

### **1.1 Post 2022 NWS CONOPS INTRODUCTION**

### **1.2 NWS CONCEPT OF OPERATION & MAINTENANCE**

The current Estimated Life Expectancy (ELE) for the North Warning system (NWS) has been revised to 2035. This latest ELE necessitates a shift in the concept of operations and maintenance (O&M) to ensure the NWS continues to meet its mission to the ELE.

### **1.3 PURPOSE OF DOCUMENT**

This document describes the required O&M concept for the NWS to realize an NWS ELE of 2035. It provides the reader with an overview of the approach, requirements, and Canadian expectations for successful delivery of services.

### **1.4 EVOLUTION OF ARCTIC SURVEILLANCE O&M – PRE 2022**

### **1.5 Distant Early Warning (DEW) Line Era Support**

During the DEW Line era all radar sites were co-manned 24/7 by military staff and contractor technicians. Resupply originated via weekly “vertical” flights from Winnipeg to CAM-M and FOX-M stations, from there carrying on with “lateral” flights across the radar chain.

### **1.6 North Warning System Pre-2000**

Constructed between 1986 and 1992 (with the exception of eight existing Distant Early Warning Line sites, circa 1950) the NWS is the product of the North American Aerospace Defence Modernization (NAADM) Memorandum of Understanding between the United States and Canada. The NWS O&M activity was a contracted service from its initial start-up and the first time that Canada used a contractor to operate and maintain a major defence system. NWS support was designed using a five zone concept linking the southern operations to zone logistic sites and thence zone radar sites. Planning started in 1993 for unattended operations at nine LRR sites (with personnel remaining at CAM-M and FOX-M). The sites were then phased through minimum manning in 1994/5 to fully unattended in 1995. The other elements of the NWS, the Short Range Radar (SRR) sites, were designed to operate unattended.

### **1.7 NWS 2000 – 2022**

The operations and maintenance concept evolved to contractor Care, Custody and Control of the entire NWS and its components. Under this concept, the contractor has full responsibility for delivering radar data. This means, at the working level, responsibility for all NWS O&M activities, ensuring adherence and compliance with all regulatory requirements and responsibility for developing and implementing an effective sustainment program. In return the contractor is given control over prime mission equipment, supporting equipment and site infrastructure while

Canada maintains overall configuration authority and project implementation approval.

## **1.8 OVERVIEW OF THE NORTH WARNING SYSTEM TODAY**

### **1.8.1 NWS Mission**

The mission of the NWS is to provide continuous aerospace surveillance of the northern approaches to North America; contributing to North American Defence and Canadian sovereignty. The Department of National Defence (DND) and the Canadian Armed Forces (CAF) are required by international and domestic obligation to ensure that the NWS is mission capable and properly maintained. The ability of the facility to be self-preserving or survivable in an unattended mode with minimal human intervention is critical to mission success.

### **1.8.2 Ownership**

All NWS land is either owned outright by Canada, or is leased by Canada from Land Claim Authorities (LCAs). All NWS infrastructure and systems are owned by Canada with the exception of the US owned Lockheed Martin AN/FPS-117 Long Range Radar (LRR), AN/FPS-124 Short Range Radar (SRR) and Ground-Air-Ground (G/A/G) UHF/VHF tactical radios.

### **1.8.3 Configuration Control**

Canada and the US retain configuration control over their respective property and/or equipment.

### **1.8.4 Geography and Environment**

The NWS sites are strategically positioned across the Arctic and down the Labrador coast. A map and listing of the radar sites can be found in Annexes A and B respectively. The remote locations, severe Arctic climate and climate change can limit or delay site access which is normally by helicopter augmented by small fixed wing aircraft. Annex C provides environmental conditions for each NWS site.

### **1.8.5 NWS Infrastructure**

#### **1.8.5.1 Long Range Radar (LRR) Sites**

There are 10 operational LRR sites in Canada extending from BAR-2 at Shingle Point in the Yukon to LAB-6 at Cartwright in Labrador. LRR sites are equipped with AN/FPS-117 radars, G/A/G radios and LHCN connectivity. Site infrastructure consists of buildings and their integral mechanical and electrical systems, fire detection and suppression systems, power generation systems, fuel storage and distribution systems, radar towers and radomes, ground satellite terminal buildings and radomes, AWOS compounds, roads, helipads and runways. All LRRs are accessible by runway, two of which are commercial airports: Hall Beach and Cambridge Bay. The LRR sites have the appropriate infrastructure to accommodate personnel 24/7. There are four distinct LRR site configurations:

- 1.8.5.1.1 Main/Logistics Sites. Two sites, CAM-MAIN, Cambridge Bay, Nunavut and FOX-MAIN, Hall Beach, Nunavut, are DEW Line era main sites co-located with Logistics Support Sites (LSSs), which are occupied on a 24/7 basis.
- 1.8.5.1.2 Main Sites. Two sites are DEW Line era Main sites including PIN-MAIN, Cape Parry, Northwest Territories and DYE-MAIN, Cape Dyer, Nunavut.
- 1.8.5.1.3 Auxiliary (Aux) Sites. Three sites are DEW Line era Auxiliary Sites including BAR-2, Shingle Point, Yukon, CAM-3, Sheperd Bay, Nunavut and FOX-3, Dewar Lakes, Nunavut;
- 1.8.5.1.4 East Coast Sites. There are three modern era East Coast sites built under the North American Air Defence Modernization (NAADM) project at BAF-3 Brevoort Island, Nunavut, LAB-2, Saglek, Labrador and LAB-6, Cartwright, Labrador.

### 1.8.5.2 Short Range Radar (SRR) Sites

There are 36 unattended SRR sites in Canada, extending from BAR-1 at Komakuk Beach in the Yukon to LAB-5 at Tukialik Bay in Labrador and one research and development radar facility in North Bay Ontario. SRR sites are equipped with AN/FPS-124 radar, G/A/G radios, LHCN and support communications equipment. Site infrastructure consists of a technical services building and the integral mechanical and electrical systems, power generation systems, fuel storage and distribution systems, fire detection and suppression systems, radar towers, satellite ground terminal radomes, helipad, AWOS compounds (at selected sites), and a beach re-supply area. The SRR site building houses PME, support equipment and a segregated room that can be used as a shelter. Note that BAR-1, Komakuk Beach, Yukon and BAR-B, Stokes Point, Yukon are located in Ivvavik National Park. All work at these two sites needs to be coordinated with Parks Canada Agency (PCA). There are three types of SSR sites:

- 1.8.5.2.1 Type I SRR sites. These sites are equipped with two tactical G/A/G radios (one UHF and one VHF) as well as a VHF helicopter monitor radio;
- 1.8.5.2.2 Type II SRR sites. These sites are only equipped with a VHF helicopter monitor radio; and
- 1.8.5.2.3 SRR Short Range Development (SRD) Facility. The SRD in North Bay, Ontario is used for training, testing and development. It is configured as a Type I site.
- 1.8.5.2.4 PIN-3

The main building train at PIN-3, Lady Franklin Point, Nunavut, including all of its contents was destroyed by fire in January 2000. Remaining infrastructure at the site includes 1x garage, 1x warehouse, 1x fuel storage facilities, 2x satellite ground terminals, 1x hangar, limited Mobile Support Equipment (MSE) and inventory held in the warehouse at the time of the fire. With the loss of the power generating system (PGS) in the main building train, there is no power or heat for any of the remaining infrastructure, and no accommodations to house transient personnel. Minimal O&M requirements exist for the PIN-3 site (e.g. monitoring of infrastructure integrity).

### 1.8.5.3 Logistics Support Sites (LSSs)

The NWS in Canada is divided into five zones, each with a supporting LSS, specifically LSS-I,

Inuvik, Northwest Territories, LSS-C, Cambridge Bay, Nunavut, LSS-F, Hall Beach, Nunavut, LSS-Q, Iqaluit, Nunavut and LSS-G, Goose Bay, Labrador. Each LSS is comprised of warehousing and workshop facilities and is interconnected with other NWS elements via the Long Haul Communications Network (LHCN). Each LSS is staffed to provide logistics and maintenance support for the assigned NWS sites within the zone. LSSs are categorized as follows:

**1.8.5.3.1 Co-located:** Two LSSs are co-located with LRR main sites (Hall Beach and Cambridge Bay); and

**1.8.5.3.2 Community Based:** LSS-I and LSS-Q are co-located with the Forward Operating Location facilities in Inuvik and Iqaluit respectively and LSS-G is co-located with the 5 Wing Goose Bay air base.

#### **1.8.5.4 North Warning System Control Centre (NWSCC)**

The NWSCC is located in the 22 Wing North Bay Above Ground Complex (AGC) designated the David L. Pitcher Building. The NWSCC staff liaises with, and responds to, the 22 Wing System Maintenance (SM) Section to coordinate maintenance. The NWSCC is the focal point for reporting matters related to mission operations. The NWSCC staff monitors site and system status, control systems and provides direction to maintenance technicians at the LSSs. The Contractor's staff at the NWSCC performs maintenance on NWS LHCN and Control and Monitoring equipment (CMS), Programmer Logic Control (PLC) and Supervisory Control and Data Acquisition (SCADA) system located in the David L. Pitcher Building.

#### **1.8.5.5 North Warning System Support Centre (NWSSC)**

The NWSSC is located at 22 Wing North Bay (Building 109) and is staffed and operated by the Contractor. The role of the NWSSC is to provide depot level maintenance, training and logistics support for the AN/FPS-124 radar, LHCN equipment, and electronic control components of the NWS Power Generation Systems (PGS) and their associated Static Uninterruptible Power Supply (SUPS) units. The Short Range Development Site (SRD), located approximately 20 kilometers outside North Bay, is an integral part of the NWSSC and is used for training, problem resolution and testing as well as software and communications interface development.

### **1.8.6 NWS Equipment**

**1.8.6.1** Both Canadian and United States (US) owned equipment is installed/used on NWS sites. Responsibility for all of this equipment, including that owned by the United States, falls under Assistant Deputy Minister, Material (ADM(Mat)) and Assistant Deputy Minister, Infrastructure and Environment (ADM(IE)) as follows:

- 1.8.6.1.1 AN/FPS-117 Long Range Radar (LRR), US-owned;
- 1.8.6.1.2 AN/FPS-124 Short Range Radar (SRR), US-owned;
- 1.8.6.1.3 Ground-Air-Ground (G/A/G) UHF/VHF tactical radios, US-owned;
- 1.8.6.1.4 Long Haul Communications Network (LHCN);
- 1.8.6.1.5 Control and Monitoring System (CMS), SRR sites;
- 1.8.6.1.6 Programmable Logic Controller (PLC), LRR sites;
- 1.8.6.1.7 Supervisory Control and Data Acquisition (SCADA) system;
- 1.8.6.1.8 Automated Weather Observation System (AWOS);
- 1.8.6.1.9 Video Monitoring Network (VMN);
- 1.8.6.1.10 Radomes (radar and LHCN);
- 1.8.6.1.11 Lightning Protection Equipment;
- 1.8.6.1.12 Public Address (PA) systems.
- 1.8.6.1.13 Radar towers;
- 1.8.6.1.14 Buildings and Structures, including Satellite Ground Terminals (SGTs);
- 1.8.6.1.15 Heating, Ventilation and Air Conditioning (HVAC) systems;
- 1.8.6.1.16 Power Generating Systems (PGS);
- 1.8.6.1.17 Electrical systems;
- 1.8.6.1.18 Bulk Fuel Storage and Handling systems;
- 1.8.6.1.19 Potable Water systems;
- 1.8.6.1.20 Waste Water systems;
- 1.8.6.1.21 Fire Detection and Protection systems;
- 1.8.6.1.22 Private Branch Exchange (PBX) systems;
- 1.8.6.1.23 Roads and grounds including building pads, runways and helipads; and
- 1.8.6.1.24 Mobile Support Equipment (MSE) and ground transportation vehicles at LRR sites. Note: ground transportation vehicles at LSS-I, LSS-Q, LSS-G and North Bay are the responsibility of the O&M contractor.

## **1.8.7 Government Furnished Services and Material**

### **1.9 Airlift**

Government furnished airlift is provided to move personnel and air transportable equipment between LSSs and radar sites. An allotment of both fixed and rotary wing airlift is provided to the Contractor to meet O&M requirements. Supplemental airlift is provided in summer months to support annual fuel resupply and other sustainment requirements. There is also an annual airlift resupply to FOX-3 from FOX-M by heavy lift aircraft, normally C-130 Hercules.

### **1.10 Bulk Fuel**

All NWS radar sites are supplied with government furnished JET A-1 fuel.

### **1.11 Satellite Transponder**

The Government provides leased satellite transponder access to transmit radar, G/A/G radio and other supporting data to the NWS Canadian Air Defence Sector (CADS) demarcation point.

### **1.12 Test Equipment**

A complete suite of test equipment is provided to support maintenance for both facilities and electronics systems.

### **1.13 Canadian and US Spares Inventory**

Spares for Canadian owned and US-owned equipment is held at individual sites, LSSs and the NWSSC in North Bay. This allows NWS installed equipment and systems to be supported to the Line Replaceable Unit (LRU) level at the LSSs and the LRRs, and at the Shop Replaceable Unit (SRU) level at the applicable repair depot(s). This sparing concept ensures that the sites have sufficient spares to effect repair of the equipment and maintain the operational availability requirements. The inventory of Canadian owned equipment is held in the Canadian government owned and contractor operated MAXIMO enterprise asset management software. US inventory is held in the US government owned and contractor maintained Enterprise Solution - Supply (ES-S) system.

#### **1.13.1 NWS Condition**

A Facility Condition Assessment (FCA) was completed in summer 2019, with the final FCA report due in winter 2020. It is expected that the report will identify a requirement for significant capital investment to reach the required ELE.

### **1.14 OPERATIONAL REQUIREMENTS**

#### **1.14.1 Operational Availability**

The Contractor is required to provide useable radar and G/A/G radio signals between NWS sites and the CADS demarcation point (Central Distribution Frame at North Bay (CDF)) a minimum of 96% of the time on a monthly basis for each site.

#### **1.14.2 Operational Readiness**

##### **1.14.2.1 Readiness-Normal**

The Contractor operates and maintains the NWS at a normal level of readiness such that radar data and G/A/G radio communications are available to the CDF at the performance standard specified in the SOW. The Contractor achieves PME outage restoral times as specified in the SOW except in cases where site preservation is at risk, wherein the Contractor provides an immediate response as specified in the SOW to ensure site preservation. Definitions of readiness-normal are as follows:

#### **1.14.2.2 Readiness-Normal–LRR**

The Contractor shall provide continuous radar data from each NWS LRR to the CDF at the performance standard as specified in the SOW. The Contractor ensures that restoral for interruption of LRR data occurs within 3 hours.

#### **1.14.2.3 Readiness-Normal–SRR**

The Contractor shall provide continuous radar data from each NWS SRR to the CDF at the performance standard as specified in the SOW. The Contractor ensures that restoral for interruption of SRR data occurs at the next opportunity for a site visit not to exceed 30 calendar days of interruption. However, if the adjacent site's radar is also unserviceable, one of the affected radars must be restored within 48 hours.

#### **1.14.2.4 Readiness-Normal–Ultra High Frequency (UHF) Radios**

The Contractor provides the following continuous UHF G/A/G radio communications to the CDF at the performance standard as specified in the SOW: LRRs – Guard, Airborne Intercept Common Control (AICC), and one (1) tactical channel, and at Type I SRRs one (1) tactical radio. The Contractor ensures that restoral for LRR UHF G/A/G radio communication as specified in the SOW occurs within 3 hours. The Contractor ensures that restoral for Type I SRR UHF G/A/G radio communication specified in the SOW occurs at the next opportunity for a site visit not to exceed 30 calendar days of interruption.. However, if the adjacent site's tactical UHF radio is also unserviceable, one of the affected tactical UHF radios must be restored within 48 hours.

#### **1.14.2.5 Readiness-Normal–Very High Frequency (VHF) Radios**

The Contractor provides continuous VHF guard and G/A/G radio communications channels from LRR sites and VHF G/A/G radio communications from Type I SRR sites to the CDF at the performance standard as specified in the SOW. The Contractor ensures that restoral of LRR VHF G/A/G radio communications specified in the SOW occurs within 3 hours. The Contractor ensures that restoral of Type I SRR VHF Tactical G/A/G radio communications specified in the SOW occurs at the next available site visit not to exceed 30 calendar days of interruption, unless the adjacent site's VHF radio is also unserviceable, in which case one of the affected VHF radios will be restored within 48 hours.

### **1.14.3 Restoral of Service**

When either continuous radar data or G/A/G radio communications from an LRR are interrupted, restoration is required within 3 hours. Generally speaking, i.e. when adjacent site's PME is fully operational, SRRs are required to be restored at next available opportunity to visit the site not to exceed 30 calendar days of interruption. Response times for other faults may be deferred if the fault does not affect operational effectiveness, site preservation, security or safety. Otherwise, for situations that threaten site integrity, security or safety, response will be as soon as possible to prevent the loss or limit the damage to the site and its equipment, and protect personnel.

#### **1.14.4 Site Preservation**

Situations which pose a threat to life, the environment, site security or government property are to be treated as emergencies requiring immediate response by LSS staff. In such cases, the emergency takes precedence over any other scheduled activity in the zone. Loss of redundancy in a given system may be considered a priority for action as opposed to an emergency provided there is no direct threat to the site. In these cases, the LSS will schedule a priority maintenance trip (PMT) to address this loss of redundancy. A priority maintenance visit will not necessarily take precedence over other scheduled work.

## **1.15 SERVICE DELIVERY CONCEPT**

### **General**

#### **1.15.1 Care, Custody and Control:**

Under this concept, the contractor has full responsibility for delivering radar data. This means, at the working level, responsibility for all NWS O&M activities, ensuring adherence and compliance with all regulatory requirements and responsibility for developing and implementing an effective sustainment program. In return the contractor is given control over prime mission equipment, supporting equipment and site infrastructure while Canada maintains overall configuration authority and project implementation approval.

#### **1.15.2 Zone Concept:**

NWS is divided into five zones, supported directly from an LSS within each zone and centrally managed by Maintenance/Logistics staff in North Bay. Each LSS is staffed with a full-time Zone Manager that oversees the scheduling and completion of work within the Zone; responds to incidents to maximize operations and site preservation; and supports activities initiated by the CMO or NWSO.

#### **1.15.3 Remote Monitoring and Control:**

Systems at NWS radar sites interface with the LHCN and are monitored and controlled 24/7 from the NWSCC including the: LHCN, AN/FPS-117 and AN/FPS-124 radars, G/A/G radio, Power Generation System, fire detection and suppression, environmental control, intrusion/access control and Automated Weather Observation System. The NWSCC, in liaison with 22 Wing System Maintenance (SM) Section, controls system parameters, conducts remote maintenance troubleshooting and performs initial equipment reset/restart and fault diagnosis. NWS remote trouble shooting reset/restart and fault diagnosis is achieved through: SCADA, Maintenance Control System (MCS), Remote Controller Group (RCG) and Programmable Logic Controller (PLC) and non-PLC Control and Monitoring Systems (CMS).

#### **1.15.4 Unattended Operations:**

SRR sites are unattended on a permanent basis and are remotely monitored and controlled from North Bay 24/7. Each radar site's sensor and monitoring information is automatically sent to CADS, located at 22 Wing North Bay, over the LHCN. The Contractor deploys personnel and resources from the LSSs/LRRS by Government-furnished airlift, to carry out contractually required work.

#### **1.15.5 SRR Sites:**

SRR sites have an emergency shelter capable of housing 6 persons. The emergency shelter typically has a hot plate and basic food preparation area. An incinerating toilet is housed in the Technical Services Building (TSB). Should extreme circumstances arise, each SRR is to have

emergency rations to support 8 persons for 14 days as well as emergency communications equipment.

## **1.16 Post Contract Award Service Delivery Implementation**

### **1.16.1 General:**

Full service delivery post contract award is anchored on re-attending currently unattended LRR sites 24/7/365. Attending these LRR sites allows for increased maintenance at these locations, and for them to serve as staging points to complete PM and CM at SRR sites.

### **1.16.2 Phase I: 01 April 2022 – 30 September 2023**

- 1.16.2.1** Staff BAF-3, LAB-2 and LAB-6 24/7/365 with helicopter access in the winter 2022/2023. Fill all water tanks at these three sites prior to freeze-up in fall 2022;
- 1.16.2.2** Staff BAR-2, PIN-MAIN, CAM-3, FOX-3 and DYE-MAIN 24/7/182 e.g. 01 April – 30 September;
- 1.16.2.3** Revise LRR site PM Program to add daily, weekly and monthly PM, as appropriate to existing PM tasks;
- 1.16.2.4** Procure increased sparing to accommodate increased maintenance, primarily for LRR sites and for MSE;
- 1.16.2.5** Procure increase test equipment to augment staging requirement;
- 1.16.2.6** Receive additional MSE and complete training of Contractor's staff in summer 2023;
- 1.16.2.7** Construct access to new (assumed) water sources at BAR-2 and PIN-MAIN;
- 1.16.2.8** Complete design for helicopter shelters for BAR-2, PIN-MAIN, CAM-3, FOX-3, DYE-MAIN, BAF-3, LAB-2 and LAB-6. Procure material and sealift to site summer 2023.

### **1.16.3 Phase II: 01 October 2023 – 30 September 2025**

- 1.16.3.1** Staff BAR-2, PIN-MAIN, CAM-3, FOX-3 and DYE-MAIN 24/7/365, in addition to BAF-3, LAB-2 and LAB-6. All sites except DYE-MAIN to support fixed wing access e.g. clear road and runway;
- 1.16.3.2** Complete construction of all helicopter shelters.

### **1.16.4 Phase III: 01 October 2025**

- 1.16.4.1** Implement full concept of operations.

## **1.17 SRR Site Support**

<b>LOCATION</b>	<b>SRR Sites Supported</b>
BAR-2	BAR-1, BAR-B
LSS-I <sup>1</sup>	BAR-BA3, BAR-3, BAR-DA1, BAR-4
PIN-MAIN	BAR-E, PIN-1BD, PIN-1BG
CAM-MAIN	PIN-2A <sup>2</sup> , PIN-CB, PIN-DA, PIN-3, PIN-EB, CAM-A3A
CAM-3	CAM-1A, CAM-B, CAM-2, CAM-4
FOX-MAIN	CAM-4, CAM-5A, CAM-FA, FOX-1
FOX-3	FOX-A, FOX-2, FOX-B
DYE-MAIN	FOX-4, FOX-5
BAF-3	BAF-2, BAF-4A, BAF-5
LAB-2	LAB-1, LAB-3
LAB-6	LAB-4, LAB5

**Table 1 – SRR Site Support Summary**

Note 1: Consider supporting these sites from BAR-2 and PIN-MAIN

Note 2: Consider supporting PIN-2A from PIN-MAIN

## **1.18 Government Furnished Airlift**

### **1.18.1 Government Furnished Airlift Assumptions**

**1.18.1.1** A total of five helicopters will be made available year round, one in each zone;

**1.18.1.2** Fixed wing support similar to that available in the current contract will be available.

### **1.18.2 Summer Work Initiative (SWI):**

TBD

## **1.19 Logistics Support**

### **1.19.1 Logistics Support Sites (LSS):**

LSSs serve as the logistics and maintenance hub for the NWS sites within their zone. The contractor must maintain resident logisticians at each LSS at all times to support the completion of Preventive Maintenance, Corrective Maintenance and sustainment projects within the zone.

### **1.19.2 NWSSC:**

The North Warning System Support Centre (NWSSC) at 22 Wing North Bay provides depot logistics support for the repair of AN/FPS-124 radars, LHCN equipment and PGS control equipment. The USAF provides depot level repair of AN/FPS-117 radar and G/A/G radios

through a designated Air Logistics Center (ALC). Equipment not supported by the USAF or the NWSSC is repaired by commercial sources. In addition to providing support for the NWSSC repair mission, the NWSSC also serves as a customs consolidation point, repair coordination point for repairable equipment being repaired by commercial sources and a warehouse for the LSSs and NWS radar sites.

### **1.19.3 Warehousing:**

Both LSSs and the NWSSC have physical warehouse space for the storage of NWS inventory. Additional commercial warehousing space is currently required in Inuvik and Iqaluit to augment that available at LSS-I and LSS-Q which the Contractor must provide.

### **1.19.4 Inventory Control:**

Inventory control of Government Furnished Equipment (GFE) and Government Supplied Materiel (GSM) is maintained through standardized and documented procedures for the following activities:

- 1.19.4.1** Cataloguing and establishing stock levels;
- 1.19.4.2** Requisitioning and procurement processing;
- 1.19.4.3** Receipts and issues;
- 1.19.4.4** Repair/Beyond Economical Repair (BER) and disposal transactions;
- 1.19.4.5** Processing stock checks and inventory adjustments;
- 1.19.4.6** Identification and reporting of lost and/or damaged equipment and materiel;
- 1.19.4.7** Forecasting of GFE/GSM spares requirements;
- 1.19.4.8** Redistribution of GFE/GSM spares/parts.

All GFE/GSM is tracked electronically, whether it is in use, in stock, in transit, in repair, in quarantine, ensuring all supply transactions and movement of materiel are traceable from start to end. A complete physical inventory of all US owned assets is conducted annually. A complete physical inventory of all Canadian owned assets is completed every two years.

### **1.19.5 Fuel Management:**

Effective management of the NWS bulk fuel inventory is critical for maintaining normal site operations. Key functions are as follows:

#### **1.19.5.1 Fuel Forecasting:**

The Contractor prepares an annual fuel forecast for PGS, aviation and MSE usage from which annual bulk fuel delivery is based.

#### **1.19.5.2 Bulk Fuel Delivery:**

All NWS radar sites are supplied with government furnished bulk fuel. Bulk fuel delivery is primarily by sealift, typically via barge in the west and ocean-going vessel in the east. Bulk fuel for landlocked SRR sites is first delivered by sealift to the nearest LRR site and then transferred

by helicopter. This helicopter transfer is the responsibility of the Contractor. Exceptions to the above are the SRD in North Bay which has its fuel delivered by truck, annual government contracted C-130 airlift delivery from FOX-MAIN to FOX-3 and sites CAM-4, CAM-CB and FOX-5 which have their fuel procured from the local community. In all cases, the Contractor is to be on-site during bulk fuel delivery.

#### **1.19.5.3 On-Site Fuel Transfers and Issues:**

All on-site fuel transfers between the beach and summit, between fuel tanks at the summit and fuel issues to MSE are the responsibility of the Contractor.

#### **1.19.5.4 Fuel Inventory Management:**

The Contractor is responsible for maintaining an up-to-date inventory for bulk fuel through accurate recording of receipts, issues, transfers and quarterly tank dips. Bulk fuel inventory levels are kept within normal parameters using, as a base, yearly operating gains and losses resulting from usage and temperature fluctuations.

#### **1.19.6 Material Resupply Process:**

Transport of bulk cargo and heavy equipment/materials is conducted via summer sealift to beachheads adjacent to the destination radar site. The Contractor is responsible for securing their own sealift. If available, the Contractor may “piggy-back” on Government contracted fuel barges for efficiency; however, maintains liability for non-delivery should those barges not reach their destination.

### **1.20 Maintenance Support**

#### **1.20.1 General:**

Facility maintenance is achieved through preventive maintenance, remote monitoring and control, corrective maintenance activities including emergency repairs, as well as planned work initiatives to ensure sustainment of the system to meet performance requirements.

#### **1.20.2 Maintenance Planning:**

Implementation of a comprehensive Preventative Maintenance program, completion of Corrective Maintenance activities, and addressing contractual and other mission requirements represent a significant workload. In addition, weather and climate change continue to pose a significant risk to the successful execution of the O&M work. Implementation of the NWS O&M program requires the Contractor to:

- 1.20.2.1** Continuously review and prioritize maintenance requirements;
- 1.20.2.2** Employ enhanced logistics planning to ensure spares are available where and when they are required;
- 1.20.2.3** Employ effective resource planning to ensure qualified and trained technicians are available to perform the work and that required test equipment is calibrated and available;
- 1.20.2.4** Effectively plan and prioritize the scheduling of work such that primary, secondary and tertiary priorities are identified and ready for implementation;
- 1.20.2.5** Make full use of site infrastructure to support completion of site work.

### **1.20.3 Preventive Maintenance Program (PMP):**

The Contractor is responsible for developing, implementing and updating a documented PMP for all NWS equipment and systems. The objective of the PMP is to balance the execution of Planned Maintenance (PM) with unplanned maintenance (CM) so that mission requirements can be achieved at an optimal cost. Updates to the PMP arise largely due to outputs from the Life Cycle Material Management (LCMM) function described further in this Statement of Work.

### **1.20.4 Corrective Maintenance (CM):**

Levels of Maintenance have been established to define the complexity and scope of maintenance work. The more complex the task, the further it is conducted away from its operating unit. As a rule, First Level Maintenance describes maintenance and servicing actions that are carried out on or adjacent to the prime vehicle or system in its immediate operating locale. Second Level Maintenance involves the temporary removal from operational service and the relocation of the system or item to a specialized maintenance unit. Third Level Maintenance are those tasks for which specialized heavy maintenance activities are carried out, usually at some distance from the operational locale, and often by contractor.

### **1.20.5 First Line:**

When a fault is detected remotely by the NWSCC and cannot be cleared by NWSCC staff, its probable cause and corrective measures are communicated to the appropriate LSS. Depending on the criticality of the fault and associated response requirements, technicians from the LSS respond by traveling as required to the radar site to perform first line maintenance. Corrective action for first line maintenance is normally conducted as Line Replaceable Units (LRUs) or Shop Repairable Units (SRUs), where the failed component is replaced on site and then either disposed of or sent out for repair to the second or third line repair facility as appropriate.

### **1.20.6 Second Line:**

The majority of second line (depot level) maintenance is provided by the NWSSC for LRUs/SRUs, with parts procured under FFP, software maintenance and system integration testing, to sustain the NWS equipment and systems listed in Section 4.6 fully operational. In some cases, second line maintenance is conducted at the site level such as PGS engine overhauls.

### **1.20.7 Third Line:**

The NWSSC coordinates third-line repair and overhaul for both Canadian and US owned equipment. Canadian owned equipment not repairable by the NWSSC is sent to third party commercial repair facilities. Repair of AN/FPS-117 radar components and G/A/G radios are sent to a USAF designated Air Logistics Center (ALC).

### **1.20.8 Emergency Maintenance:**

From time to time immediate action (work) will be required to protect life, limb, the environment and Government Property, correct immediate fire, safety or health hazards and to preclude a reduction in operational effectiveness. An emergency requires immediate action to carry out an investigation and to implement a temporary or where possible, permanent repair.

## **1.21 Other Responsibilities of Note**

**General.** The Contractor is responsible for delivering an operational NWS, which requires administrative services, financial management, logistics management, risk management, quality management, security, health and safety, information services, site management, maintenance, monitoring and control, life cycle maintenance, configuration control, fire protection, sustainment engineering, Five Year Operations and Sustainment Planning, small project management, project contracting, third party customer support, customer (government) support, airlift/sealift fuel coordination and environmental stewardship. The Contractor reports progress regularly, and reports issues to the NWSO as they develop, both verbally and in writing

### **1.21.1 NWS Program Management:**

The Contractor is required to demonstrate comprehensive program management to meet NWS operational readiness and all contractual requirements in the areas of: administrative services, financial management, logistics management, risk management, quality management, security, health and safety, information services, site management, maintenance, monitoring and control, life cycle maintenance management, configuration control, fire protection, Five Year Operations and Sustainment Planning, sustainment engineering, project management, third party customer support, customer (government) support, airlift/sealift fuel coordination and environmental stewardship.

### **1.21.2 Risk Ownership:**

Along with responsibility for the operation and maintenance of the NWS, the Contractor also accepts the full spectrum of risk inherent with activities related to this contact including operations and maintenance activities and sustainment projects. The service contract is structured such that the Crown has minimum exposure to risk and negative consequences.

### **1.21.3 Environmental Stewardship:**

The Contractor exercises due diligence and provides environmental stewardship in accordance with DND's policies and all applicable Federal, Provincial and Territorial legislation. Of note,

regulations such as the Storage Tank System (STS) Regulations and Nunavut Water License hold both the owner and operator accountable when violations occur.

#### **1.21.4 Health and Safety:**

The Contractor exercises due diligence and provides a safe working environment in accordance with DND's policies and applicable legislation. NWS facilities and sites must not pose a safety hazard to Contractor's staff or anyone else granted access to a site. The Contractor must ensure that site visitors adhere to applicable safety regulations.

#### **1.21.5 Site Access Control:**

Care, custody and control of all aspects of the North Warning System gives the Contractor complete control over the delivery of surveillance data to NORAD operators. With this authority comes significant responsibility as the contractor must at all times adhere to applicable regulations, is responsible for the safety of all personnel on site, and is accountable for the safety, security and integrity of all facilities and equipment. Accordingly, there is an implicit duty to scrutinize all non-contractor requests to visit sites and to ensure visits occur on a non-interference basis. All requests to the contractor for customer support must be coordinated with NWSO and all contractor proposals to support or deny a third party request must be reviewed by NWSO. The NWSO TA may veto the Contractor's proposed response to a Third Party Support (TPS) request. Additionally:

#### **1.21.6 Support to NWSO:**

Members of NWSO or organizations and personnel sponsored by NWSO to complete NWS related business will submit support requests to the contractor for coordination.

#### **1.21.7 Support to Third Parties (non-North Warning activities):**

From time to time the contractor will receive requests to provide support to personnel or organizations not affiliated with the NWS. The location and infrastructure available at the NWS sites, given it is such a remote and austere region, invites regular requests for support particularly in the wake of growing northern exploration. Thus, the contractor can expect requests for support from other Government Departments and Agencies, including DND organizations not affiliated with the NWS mission, and nongovernmental (commercial or private) organizations. The contractor may or may not wish to support such requests, but NWSO reserves the right at all times to review and possibly veto the contractor's recommendation.

#### **1.21.8 Life Cycle Management:**

The onus is on the contractor to employ LCMM to maximize the life expectancy of existing infrastructure and systems to meet the established ELE. LCMMs have the primary responsibility of managing the life cycle for NWS installed equipment and systems for which they are assigned (as per list of equipment in Section 4.6 above).

In addition, the Contractor shall employ Subject Matter Experts (SMEs) to work with US and Canadian LCMMs for the following systems:

**1.21.8.1** AN/FPS-117 and AN/FPS-124 radars (in conjunction with US LCMM);

**1.21.8.2** Radomes

**1.21.8.3** AWOS (in conjunction with Canadian LCMM); and

**1.21.8.4** Test Equipment.

The LCMM has overall authority for managing all phases of equipment life cycle, including conception, acquisition, in service and disposal, and also has responsibility for the management of NWS configured items.

#### **1.21.9** Sustainment Projects:

The Contractor is responsible for the design and implementation of sustainment projects primarily arising from LCMM activities to remedy instances of obsolescence, but also to address changing legislative requirements, issues of occupational health and safety and to address evolving mission requirements. Implementation of sustainment projects is to be all inclusive with the Contractor responsible for all aspects of the project from tendering to project close-out.

## **1.22 MISSION PARTNERS**

#### **1.22.1** NWSO:

The NWSO Technical Authority (NWSO TA) is supported by the Procurement Authority (PA) and Contract Authority (CA). The NWSO was established in Ottawa in 1986 to operate and maintain the NWS sites in Canada on behalf of both governments. It is co-staffed by DND and USAF personnel and is the Canadian and American focal point for NWS O&M program management. The Directorate of Aerospace and Equipment Program Management (DAEPM) Radar and Communications Systems (R&CS), is designated the Director of the NWS with DAEPM (R&CS) 3 designated NWSO Deputy Director for Mission Support. The USAF additionally fills a second Deputy Director position co-located with the NWS Office in Ottawa. Communications and Electronics TAs from ADM (MAT) as well as Facilities and Environmental TAs are also resident in the NWSO. Further, the NWSO TA has oversight of the Quality Assurance Program.

#### **1.22.2** CADS:

The Canadian Air Defence Sector (CADS), located at 22 Wing North Bay, is responsible for providing surveillance, identification, control and warning for the aerospace defence of Canada and North America at the Sector Air Operations Centre. Personnel of 21 Aerospace Control and Warning Squadron staff the "nerve center" of the CADS from 22 Wing's state-of-the-art two-story above ground complex that was officially opened in 2006. Duty crews, which include aerospace controllers and aerospace control operators, run the operation on eight-hour shifts. Their job is to monitor all radar feeds of air traffic approaching Canadian airspace.

### **1.22.3 22 Wing System Maintenance (SM) Section:**

The SM Section reports to the Mission Control Commander and is staffed by military technicians who are responsible for monitoring availability and quality of radar data and G/A/G communications on behalf of the MCC. The SM Section provides the interface between the MCC and the Contractor's staff in the NWSCC.

### **1.22.4 USAF Technical Authorities:**

Hill Air Force Base provides the technical authorities for life cycle management of the AN/FPS-117 and AN/FPS-124 radars. Third line maintenance support for AN/FPS-117 parts resides in the USAF Logistics System. Third line maintenance of the AN/FPS-124 is performed at the NWSCC in North Bay.

### **1.22.5 USAF NWSO Detachment:**

The USAF Detachment oversees the execution of US contracts providing material and services to the Contractor, specifically bulk fuel and airlift transport.

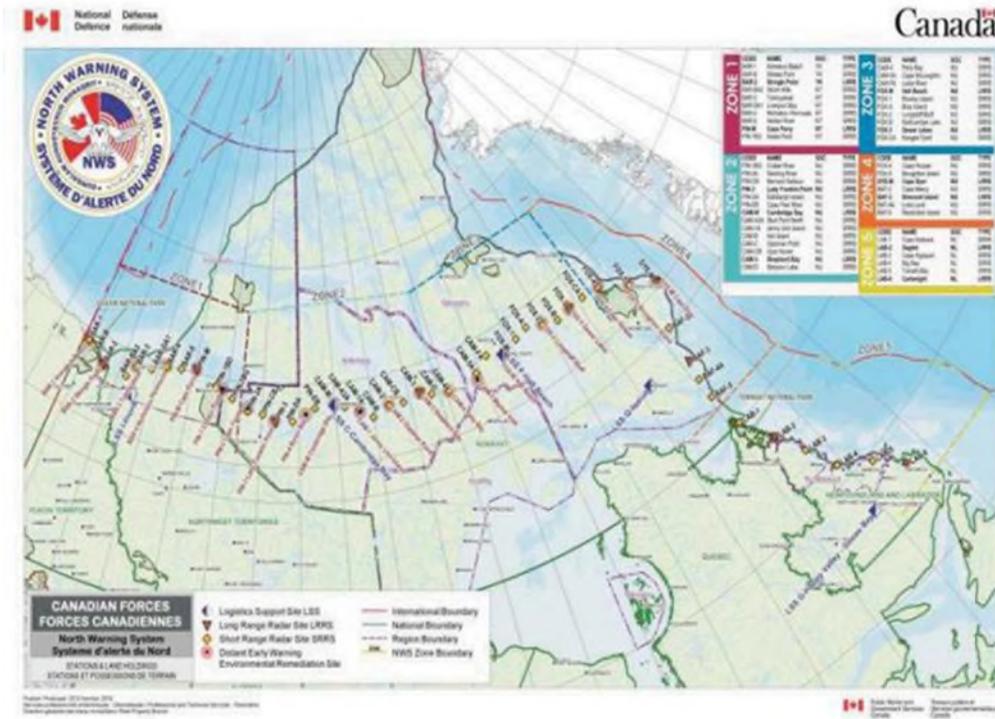
### **1.22.6 Regulatory Agencies:**

The Contractor is expected to have a positive professional relationship with regulatory agencies having interest in NWS sites, particularly Environment Canada and the Nunavut Water Board whose inspectors visit selected sites each year.

#### **1.22.6.1 Contractor Management Office (CMO):**

The CMO is the focal point for planning, organizing and managing the work specified in the SOW and ensures all Inuit Benefit requirements are met. The CMO must be located in the National Capital Area.

## 1.23 ANNEX A - Map of the NWS Zones, LSS and Radar



**1.24 ANNEX B – List of Sites by Zone**

Zone 1 LSS Inuvik		Zone 2 LSS Cambridge Bay		Zone 3 LSS Hall Beach		Zone 4 LSS Iqaluit		Zone 5 LSS Happy Valley - Goose Bay	
LRR	SRR	LRR	SRR	LRR	SRR	LRR	SRR	LRR	SRR
BAR- 2	BAR- 1	PIN-3	PIN- 2A	FOX- M	CAM- 4	DYE- M	FOX- 4	LAB- 2	LAB- 1
PIN- M	BAR- B		CAM- M	PIN- CB	FOX- 3	CAM- 5A	BAF- 3	FOX- 5	LAB- 6
	BAR- BA3	CAM- 3	PIN- DA		CAM- FA		BAF- 2		LAB- 4
	BAR- 3		PIN- EB		FOX- 1		BAF- 4A		LAB- 5
	BAR- DA1		CAM- A3A		FOX- A		BAF- 5		
	BAR- 4		CAM- 1A		FOX- 2				
	BAR- E		CAM- B		FOX- B				
	PIN- 1BD		CAM- 2		FOX- CA				
	PIN- 1BG		CAM- CB						
			CAM- D						

## 1.25 ANNEX C – Flight Times Between Sites

Zone	From	To	One Way Distance (S.M.)	Fixed Wing / Helicopter	Flight Time (D:MM)	
Zone 1 - LSS Inuvik	Inuvik	BAR-BA3	42	H	0.8	
		BAR-3	79	H	1.5	
		BAR-DA1	110	H	2.1	
		BAR-2	105	H	2.0	
		BAR-2	105	FW	1.3	
		PIN-M	250	H	4.7	
		PIN-M	250	FW	3.1	
	BAR-2	BAR-1	85	H	1.6	
		BAR-B	46	H	0.9	
	PIN-M	BAR-4	101	H	1.9	
		BAR-E	53	H	1.0	
		PIN-1BD	80	H	1.5	
		PIN-1BG	146	H	2.7	
	Inuvik	BAR-1	189	H	3.5	
		BAR-B	149	H	2.8	
		BAR-4	158	H	3.0	
		BAR-E	199	H	3.7	
		PIN-1BD	307	H	5.7	
		PIN-1BG	362	H	6.8	
	Zone 2 - LSS Cambridge Bay	CAM-M	CAM-B	138	H	2.5
			CAM-1A	86	H	1.6
CAM-A3A			36	H	0.7	
PIN-EB			66	H	1.2	
PIN-3			207	H	3.8	
PIN-3			207	FW	2.6	
CAM-CB			233	H	4.3	
CAM-CB			233	FW	2.9	
CAM-CB			CAM-2	49	H	0.9
		PIN-3	PIN-2A	98	H	1.8
			PIN-CB	48	H	0.9
PIN-DA			60	H	1.1	
CAM-M		PIN-2A	294	H	5.4	
		PIN-CB	244	H	4.5	
		PIN-DA	150	H	2.8	
	CAM-2	185	H	3.4		
	CAM-3	291		6.0		
	CAM-D	329		6.8		

<b>Zone 3 - LSS Hall Beach</b>	<b>FOX-M</b>	FOX-A	105	H	2.0	
		FOX-1	58	H	1.2	
		FOX-2	152	H	3.1	
		CAM-FA	62	H	1.3	
		CAM-5A	111	H	2.3	
		CAM-3	304	H	6.3	
		CAM-3	304	FW	3.8	
		CAM-3	304	FW	3.8	
	<b>CAM-3</b>	CAM-D	39	H	0.8	
		CAM-4	97	H	2.0	
	<b>FOX-M</b>	FOX-3	250	H	5.2	
		FOX-3	250	FW	3.1	
	<b>FOX-3</b>	FOX-B	50	H	1.0	
		FOX-CA	53	H	1.1	
	<b>FOX-M</b>	CAM-D	270	H	5.6	
		CAM-4	215	H	4.4	
FOX-B		202	H	4.2		
FOX-CA		304	H	6.3		
<b>Zone 4 - LSS Iqaluit</b>	<b>Iqaluit</b>	BAF-5	194	H	3.6	
		BAF-4A	153	H	2.8	
		BAF-3	139	H	2.6	
		BAF-3	139	FW	1.7	
		BAF-2	170	H	3.1	
		DYE-M	289	H	5.3	
		Broughton	299	H	5.5	
		Broughton	299	FW	3.7	
	<b>Broughton</b>	DYE-M	94	H	1.7	
	<b>Iqaluit</b>	DYE-M	289	FW	3.6	
	<b>Broughton</b>	FOX-5	10	H	0.2	
		FOX-4	96	H	1.8	
	<b>Iqaluit</b>	FOX-5	294	H	5.4	
		FOX-4	329	H	6.0	
	<b>Zone 5 LSS - Goose Bay</b>	<b>Goose Bay</b>	LAB-4	167	H	3.4
			LAB-5	128	H	2.6
LAB-6			141	H	2.9	
LAB-2			367	H	7.5	
LAB-2			367	FW	4.6	
<b>LAB-2</b>		LAB-1	118	H	2.4	
		LAB-3	103	H	2.1	
<b>Goose Bay</b>		LAB-1	482	H	9.8	
		LAB-3	266	H	5.4	
		Cartwright	155	FW	1.9	
<b>LAB-6</b>	Cartwright	15	H	0.3		

## **1.26 Section 1- Sub Sec 2 - NWS Program Management**

**1.27** The Contractor shall provide effective program management to plan, schedule, direct, supervise, implement and report on the work specified in this Statement Of Work (SOW) and administer the requirements of the contract.

**1.28** The Contractor shall maintain a program management organization that incorporates the following requirements:

- 1.28.1** A project organizational structure clearly linked to the Contractor's corporate management;
- 1.28.2** A managerial structure with clearly defined levels of responsibility and authority;
- 1.28.3** Complete Care, Custody and Control (CCC) of the North Warning System (NWS);
- 1.28.4** Policies, plans and procedures to control the work and meet contractual and legislative requirements compliant to ISO standards as described in this SOW;
- 1.28.5** An NWSO/Contractor management team relationship based upon open communications between the Contractor's organization and the NWSO;
- 1.28.6** A return of the NWS with the same or better capability and functionality less fair wear and tear at the conclusion of the contract; and
- 1.28.7** Any other business services the Contractor requires to fulfill the requirements of this contract.
- 1.28.8** The Contractor shall provide sufficient resources and qualified personnel to achieve the managerial functions and perform the work prescribed in this SOW. The Contractor shall organize and staff a Contractor Management Office (CMO), the NWS Control Centre (NWSCC), NWS Support Centre (NWSSC) and the five Logistics Support Sites (LSSs).

## **1.29 Definitions**

Refer to XXXXX for definitions relevant to this section.

## **1.30 References**

- 1.30.1** CTSs;
- 1.30.2** FYO&SP;
- 1.30.3** NWS Risk Management Plan.

## **1.31 Program Management Plan**

**1.31.1** The Contractor shall establish and implement a written Program Management Plan which shall describe the Contractor's approach to meeting the requirements of this SOW. The plan shall document the Contractor's organization, the location of its offices, and detail key personnel within the organization, their responsibilities and location within the reporting structure which describes the Contractor's overall approach to meeting all requirements of this SOW.

### **1.32 Program Management Office**

**1.32.1** The Contractor shall establish a Program Management Office (PMO) in the National Capital Region (NCR).

### **1.33 Business Communications**

**1.33.1** The Contractor shall engage the NWSO in scheduled meetings and adhoc discussions to support the day-to-day management and administration of the requirements of this SOW.

**1.33.2** The Contractor shall have qualified personnel attend two (2) Product Improvement

**1.33.3** Working Group (PIWG) meetings in the United States annually and two (2)

**1.33.4** Airlift/sealift conferences annually outside of the NCR.

**1.33.5** The Contractor shall maintain, online, a current listing of key Contractor personnel indicating functional responsibilities and contact names, telephone numbers and e-mail addresses.

**1.33.6** The Contractor shall establish and maintain a video conference capability between the PMO and the NWSO for the duration of the contract.

**1.33.7** It shall be Contractor's responsibility to conduct in person business communications at

**1.33.8** The North Warning System Office (NWSO) located at 455 Boulevard de la Carrier,

**1.33.9** Gatineau, Quebec unless waived on a case by case basis by the NWSO TA.

**1.33.10** Contractor personnel in the NWSO shall liaise with and respond to DND operations in the CADS through the SM Section on a 24/7 basis regarding the provision of radar and communications data from the NWS radar sites.

**1.33.11** The Contractor shall ensure that the Information Management System (IMS) is the repository for NWS project information and that all data, plans, documents, reports and correspondence that are in electronic format are available online as specified in this SOW.

**1.33.12** The Contractor shall provide e-mail capability to facilitate communication and interchange of electronic correspondence. The e-mail capability shall include internet e-mail for personnel when away from the office.

**1.33.13** The Contractor shall ensure that the Microsoft Office suite of software is used for the preparation of documents for interchange with the NWSO.

### **1.34 Program Review Meetings**

- 1.34.1** The Contractor shall schedule and hold quarterly program review meetings (PRM) with the NWSO. The PRM shall be attended by the executive from both the Contractor and NWSO and shall focus on issues which have not been resolved through normal business communications or can otherwise only be resolved by the executive.
- 1.34.2** The Contractor shall send the draft presentation and agenda to the NWSO a minimum of one (1) week in advance of the meeting and shall produce draft minutes within ten (10) days after the meeting.
- 1.34.3** PMRs shall only be cancelled with written concurrence from the Contract Authority.

### **1.35 Qualifications and Training of Labour Resources Under the Contractor's Authority**

- 1.35.1** The Contractor shall ensure that labour resources under the Contractor's authority, whether employees or sub-contracted, meet or exceed the personnel qualifications and training requirements detailed in this SOW document.
- 1.35.2** The Contractor shall maintain copies of all required trade, professional and other required certifications for their employees and shall provide copies to the NWSO TA upon request.
- 1.35.3** The Contractor shall prepare, implement and administer an NWS Training Plan to ensure the Contractor's personnel are provided initial and regenerative job specific training. The Contractor shall ensure that the training of all staff working on the NWS is current.
- 1.35.4** The Contractor shall prepare and maintain Course Training Standards (CTSs) for all training courses required at contract start, and prepare new CTSs for newly installed equipment and systems.
- 1.35.5** The Contractor shall provide regenerative training for a maximum of two (2) NWSO and/or NWSO sponsored personnel for the following courses:
- 1.35.5.1** Ground Air Ground (GAG) radios;
  - 1.35.5.2** AN FPS 124 radar;
  - 1.35.5.3** AN FPS 117 radar
  - 1.35.5.4** Long Range Radar (LRR) site Power Generating System (PGS);
  - 1.35.5.5** Short Range Radar (SRR) site PGS;
  - 1.35.5.6** Long Haul Communications Network (LHCN);

**1.35.6** When scheduling these courses, the Contractor shall solicit the NWSO TA to verify if any NWSO and/or NWSO sponsored personnel intend to attend one or more of these course.

### **1.36 Training and Experience from ADM (IE)**

**1.36.1** Maintenance and Repair Personnel working on or are involved in the Bulk Fuel Systems will have completed fuel handling courses and hazardous material training in accordance with Provincial/Territorial legislation.

**1.36.2** Within six months of the Operational Start Date of a site fitted with a Sprinkler System, Standpipe System or Fire Pump, the Contractor shall have resources maintaining these systems trained on site by a person who is a Certified Sprinkler System Installer (Red Seal Interprovincial recognized) with at least 5 years of experience. The Contractor shall provide regenerative training on a five-year cycle.

**1.36.3** Within six months of the Operational Start Date of a site fitted with a Kitchen Fire Suppression System, the Contractor shall have resources maintaining these systems trained by the OEM, or the OEM's authorized designate. The Contractor shall provide regenerative OEM training on a five-year cycle.

**1.36.4** Within six months of the Operational Start Date of a site fitted with a Carbon Dioxide Fire Suppression System, the Contractor shall have resources maintaining these systems trained on site by the OEM, or the OEM's authorized designate. Contractor shall provide OEM regenerative training on a five-year cycle

**1.36.5** Within six months of the Operational Start Date of a site fitted with a Clean Agent Suppression System, the Contractor shall have resources maintaining these systems trained on site by the OEM, or the OEM's authorized designate. The Contractor shall provide OEM regenerative training on a five-year cycle

**1.36.6** Within six months of the Operational Start Date for each site, the Contractor shall have resources maintaining active Fire Alarm systems, voice communications systems and fire suppression releasing panels trained by a technician who is registered with the Canadian Fire Alarm Association (CFAA) as having successfully completed the "Fire Alarm Technology" program, having worked as an apprentice to a person who has been a CFAA registered technician for a period of not less than 1 year, and with at least 5 years of experience working primarily on fire alarm systems. The Contractor shall provide regenerative training on a five-year cycle. The Contractor shall ensure that resources maintaining these systems have successfully completed the following CFAA courses:

**1.36.6.1** An Introduction to the Fire Detection and Alarm Industry,

**1.36.6.2** Basic Electricity, and

**1.36.6.3** Fire Alarm Systems.

### **1.37 Key Personnel**

**1.37.1** The Contractor shall employ the following key personnel.

Where a post-secondary degree or diploma is stated, the degree or diploma must be from a university or a college which has been granted the authority to award degrees or diplomas by its provincial ministry of education, and be a member of the Association of Universities and Colleges of Canada (AUCC) or Association of Canadian Community Colleges (ACCC), as appropriate. Degrees and diplomas from educational institutions outside of Canada can be accepted, provided they are granted equivalency from a Canadian university or college meeting the requirements stated above.

**1.37.2** Program Manager:

The Program Manager shall be responsible for the administration of the NWS program and shall have overall accountability for meeting the requirements of the contract. The Contractor shall ensure that the project manager has direct access to senior management levels within the Contractor's corporate organization to ensure that NWS project requirements are effectively supported from within the corporate structure. The NWS project manager shall have the authority to make decisions on all matters with respect to the work under the contract and to commit the Contractor in all contractual matters. The NWS project manager shall be a full-time employee of the Contractor and have no responsibility in the corporate organization for any work other than the work specified in this SOW. The Program Manager shall be responsible for the preparation, implementation and administration of an NWS Program Management Plan. The Program Manager shall:

- 1.37.2.1** Possess a post-secondary qualification; either a degree in the field of engineering or science or a technology diploma;
- 1.37.2.2** Possess a Project Management Professional (PMP) certificate or be eligible for PMP certification;
- 1.37.2.3** Have at least ten (10) years of direct experience working in an engineering or other technical services department; and
- 1.37.2.4** Have a minimum of five (5) years of experience managing a complex project.

**1.37.3** Inuit Benefits Manager:

The Inuit Benefits Manager shall be responsible for guaranteeing that contractually required Inuit Benefits are achieved and for the development and successful implementation of an Inuit Training and Development Plan. The Inuit Benefits Manager shall be responsible for the preparation, implementation and administration of an NWS Inuit Benefits Management Plan. The Inuit Benefits Manager shall:

- 1.37.3.1** Be a beneficiary from the Inuvialuit, Nunavut or Labrador Comprehensive Land Claim Agreement (CLCA);
- 1.37.3.2** Have a minimum of three (3) years of experience related to development of socio-economic benefits programs.

#### **1.37.4 Sustainment Manager:**

**1.37.4.1** The Sustainment Manager shall:

**1.37.4.2** Be responsible for the sustainment of all NWS equipment, systems and infrastructure including:

**1.37.4.2.1** Preparation, implementation and administration of an NWS Life Cycle Material Management (LCMM) Plan or the NWS to include on-going trend analysis on the performance of NWS equipment, systems and infrastructure with annual reporting;

**1.37.4.2.2** Preparation, implementation and administration of an NWS Configuration Management Plan for NWS configured items;

**1.37.4.2.3** Provision of engineering services for the design of sustainment projects;

**1.37.4.2.4** Implementation of sustainment projects.

**1.37.4.3** The Sustainment Manager shall:

**1.37.4.3.1** Have a degree in engineering in a field directly related to the requirements of this SOW or a diploma in engineering technology;

**1.37.4.3.2** Be eligible for certification as a P. Eng. or CET;

**1.37.4.3.3** Have at least ten (10) years of direct experience working in an engineering or other technical services department; and

**1.37.4.3.4** Have a minimum of three (3) years of experience managing an engineering or technical services function.

#### **1.37.5 Operations Manager:**

The Operations Manager shall be responsible for coordinating the implementation of the current year of the NWS business plan and for 24/7 watch keeping of the NWS. The Operations Manager shall:

**1.37.5.1** Possess a post-secondary degree or diploma in a field directly related to the requirements of this SOW;

**1.37.5.2** Have a minimum of ten (10) years of direct experience in their field; and

**1.37.5.3** Have a minimum of three (3) years of experience managing an operations or technical services function.

#### **1.37.6 Logistics Manager:**

The Logistics Manager shall be responsible for:

- 1.37.6.1** The preparation, implementation and administration of an NWS Logistics Management Plan;
- 1.37.6.2** The coordination of all NWS resupply requirements including Repair And Overhaul (R&O) for both Canadian and United States Air Force (USAF) equipment.
- 1.37.6.3** Bulk fuel resupply and inventory management
- 1.37.6.4** The coordination of airlift, sealift and ground transportation.

The Logistics Manager shall possess a designation as a Professional Logistician or be eligible for designation as a Logistics Professional and have a minimum of five (5) years of demonstrated experience in logistics management.

**1.37.7** Contracts Manager:

The Contract Manager shall be responsible for the administration of the NWS O&M Contract. The Contracts Manager shall:

- 1.37.7.1** Possess a post-secondary degree or diploma in an area directly related to one or more of the requirements of this SOW;
- 1.37.7.2** Have a minimum of ten (10) years of experience working in contracts management of which five (5) were as a contracts manager.

**1.37.8** Occupational Health and Safety Officer:

The Occupational Health and Safety (OH&S) Manager shall be responsible for the preparation, maintenance and implementation of the OH&S Plan. The OH&S Manager shall be a Canadian Registered Safety Professional or eligible for designation as a Canadian Registered Safety Professional and 3 years related experience in a safety management position.

**1.37.9** Environmental Services Officer:

The Environmental Services Manager shall be responsible for ensuring compliance with all federal, provincial and territorial legislation. The Environmental Services Manger shall:

- 1.37.9.1** Possess a post-secondary diploma or degree in the sciences;
- 1.37.9.2** Be designated a Certified Canadian Environmental Practitioner or eligible for designation as a Certified Canadian Environmental Practitioner; and
- 1.37.9.3** Have a minimum of ten (10) years of direct experience in the provision of environmental services.

**1.37.10** Quality Systems and Risk Manager:

The Quality Systems and Risk Manager shall be responsible for:

- 1.37.10.1** The preparation, implementation and administration of an NWS Quality Management Plan;
- 1.37.10.2** Acquiring and maintaining ISO certifications;
- 1.37.10.3** The preparation, implementation and administration of an NWS Risk Management Plan.

The Quality Systems and Risk Manager shall:

- 1.37.10.4** Possess a post-secondary qualification; either a degree or diploma in a field directly related to one or more requirements of this SOW;
- 1.37.10.5** Have successfully passed an ISO Auditor course within the last 12 months; and
- 1.37.10.6** Have a minimum three (5) years of experience working in an organization with a documented Quality Management System.

**1.37.11** Chief Security Officer:

The Chief Security Officer shall be responsible administering the requirements of the NWS Security Requirements Checklist (SRCL), specifically:

- 1.37.11.1** Ensuring the physical security of all NWS infrastructure;
- 1.37.11.2** Coordinating the security screening of all personnel
- 1.37.11.3** Management of the NWS communications security (COMSEC) account;
- 1.37.11.4** The Chief Security Officer shall also be responsible for the preparation, implementation and administration of an NWS Security Plan. The Chief Security Officer shall have a minimum of five (5) years of demonstrated industry experience in the preparation and implementation of security programs.

**1.37.12** NWS Business Planner:

The NWS Business Planner shall be responsible for the preparation and on-going administration of the NWS Five Year Business Plan (FYBP). The NWS Business Planner shall have a designation as a Project Management Professional and a minimum of five (5) years of project management experience.

**1.37.13** Logistics Support Site Manager

The Logistics Support Site (LSS) Managers shall be responsible for the daily implementation of work within their NWS zone. LSS Managers shall have a post-secondary degree or diploma in a trade or technical field and a minimum five (5) years collective experience directly related to one or more requirements of their position. The LSS manager shall also demonstrated management experience within their trade or technical field.

#### **1.37.14 Fire Services Officer:**

Fire Services Manager shall be responsible for ensuring fire prevention and protection of all NWS infrastructure. The Fire Services Manager shall be responsible for the preparation, implementation and administration of an NWS Fire Services Plan. The Fire Services Manager shall be a certified NFPA 1021 Fire Officer 2 by a national certification organization acceptable to the Canadian Forces Fire Marshal's Office such as International Fire Service Accreditation Congress or ProBoard Fire Service Professional Qualifications System.

#### **1.37.15 Mobile Support Equipment Fleet Manager:**

The Mobile Support Equipment (MSE) Fleet Manager shall be responsible for life cycle management of all NWS MSE. The MSE Fleet Manager shall have demonstrated experience in the life cycle management of equipment fleets.

#### **1.37.16 Chief Information Officer:**

The Chief Information Officer shall be responsible for the contractor's Information Management System and Cyber Security for the NWS. The Chief Information Officer shall:

- 1.37.16.1** Possess a Bachelor's Degree in computer science, engineering or relevant field
- 1.37.16.2** Minimum 5 years' experience in information technology and data management

### **1.38 Quality Management**

- 1.38.1** The Contractor shall prepare, implement and administer an NWS Quality Management Plan.
- 1.38.2** Within two (2) years of contract award, the Contractor shall acquire International Standards Organization (ISO) 9001 and ISO 14001 certification, and maintain these certifications for the duration of the contract.
- 1.38.3** The Contractor shall include the NWSO TA in annual surveillance and recertification audits conducted by the Contractor's ISO external auditor.

### **1.39 Risk Management**

- 1.39.1** The Contractor shall prepare, implement and administer an NWS Risk Management Plan based on the Treasury Board Secretariat Risk Management Policy.
- 1.39.2** The Risk Management Plan shall include a comprehensive risk register of all risks which can reasonably be expected to occur during administration of this contract, and the Contractor's plan to mitigate or eliminate these risks.
- 1.39.3** The Contractor shall audit the risk register against incident reports and amend/update the risk register accordingly to incorporate any lessons learned to prevent a reoccurrence of the incident.

## **1.40 Business Continuity**

**1.40.1** The Contractor shall prepare and implement if required a Business Continuity Plan to ensure obligations under this contract continue to be met in circumstances of:

- 1.40.1.1** A loss of access of the Contractor's staff to one or more of its key places of work due to security threat, fire, natural disaster or other catastrophic event;
- 1.40.1.2** A loss of the NWS Information Management System (IMS);
- 1.40.1.3** A loss of a significant number of the Contractor's staff due to epidemic;
- 1.40.1.4** Any other emergency which negatively impacts the Contractor's ability to meet its obligations under this contract.

## **1.41 NWS Five Year Operations and Sustainment Plan**

**1.41.1** The Contractor shall prepare, implement and administer an NWS Five Year Operations and Sustainment Plan (FYO&SP) which prioritizes and schedules NWS field activities. The FYO&SP shall be the tool used by the Contractor to manage the execution of all planned work including:

- 1.41.1.1** Scheduled Preventive Maintenance (PM);
- 1.41.1.2** Corrective Maintenance (CM) requirements;
- 1.41.1.3** Major maintenance activities, such as spring snow clearing;
- 1.41.1.4** Fuel resupply;
- 1.41.1.5** Sealift;
- 1.41.1.6** Project work;
- 1.41.1.7** Customer Support Requests (CSRs);
- 1.41.1.8** Third Party Support (TPS) requests;
- 1.41.1.9** Regulatory compliance inspections;
- 1.41.1.10** Minor modifications;
- 1.41.1.11** All other field activities directly related to the requirements of this SOW.

The narrative shall outline the approach to procurement, staffing and transportation to ensure that the planned work is completed in the intended year.

- 1.41.1.12** The FYO&SP shall be a living document and it shall be the responsibility of the NWS Business Planner to ensure timely updates are completed to ensure the FYO&SP remains current and represents the realistic scheduling of NWS field work particularly for the Current Year (CY) of the plan.
- 1.41.1.13** The FYO&SP shall operate on Government of Canada Fiscal Year (FY), so shall roll over 01 April.

- 1.41.1.14** The FYO&SP shall be submitted and maintained in two parts. The first part shall be a narrative of the planned activities for CY through CY+4, with particular detail for the CY. The narrative shall detail the Contractor's approach to procurement, staffing, transportation all to ensure the success of the plan. The second shall be a living schedule detailing the field activities. The schedule shall be prepared in COTS project management software.
- 1.41.1.15** The Contractor shall only add or delete project in the CY with the written concurrence of the NWSO TA.

**1.41.2** Starting in year 2 of the contract, and each year until the end of the contract, the Contractor shall prepare and submit a CY-1 analysis by 15 May. The CY-1 analysis shall include at a minimum:

- 1.41.2.1** Budget variances for projects;
- 1.41.2.2** A summary work planned but not completed, why it was not completed;
- 1.41.2.3** The impact not completing this work has on current NWS operations, risk mitigation strategies to minimize the impact on NWS operations, and the impact on rescheduling this work to a later year of the FYO&SP;
- 1.41.2.4** Work not initially planned but added to the CY why it was added, and the impact completing this work has on later years of the plan.

**1.41.3** The CY-1 analysis shall be in a comprehensive narrative format as proposed by the Contractor, and as approved by the NWSO TA. The CY-1 analysis is considered to be part of the FYO&SP, and is to be submitted as an addendum to the FYO&SP no later than 15 May.

## **CUSTOMER AND THIRD PARTY SUPPORT**

### **1.42 Introduction CUSTOMER AND THIRD PARTY SUPPORT**

**1.42.1** The North Warning System Technical Authority (NWSO TA) or NWSO TA sponsored personnel or agencies requiring access to North Warning System (NWS) sites for purposes directly related to the Operation And Maintenance (O&M) and/or sustainment of the NWS shall be considered Customer Support. Customer support may include but shall not be limited to:

**1.42.1.1** Inspections and audits;

**1.42.1.2** Demonstrations and briefings;

**1.42.1.3** Implementation of IQ work;

**1.42.1.4** Performance of particular or specialized work on NWS installed equipment and/or systems by authorized and qualified third parties;

**1.42.1.5** Supporting various agencies in accordance with established letters of agreement, Service Level Agreements (SLA) and/or Memorandums Of Understanding (MOU).

**1.42.2** It shall be incumbent on the NWSO TA to define the support requirements to include, but not limited to:

**1.42.2.1** Rations and Quarters (R&Q);

**1.42.2.2** Ground transportation;

**1.42.2.3** MSE;

**1.42.2.4** Airlift within the Zone;

**1.42.2.5** Site escort;

**1.42.2.6** Wildlife monitor;

**1.42.2.7** Access to the Contractor's staff for technical support.

**1.42.3** . An individual, a group of individuals or a Government or corporate organization involved in operations or activities not directly associated with the operation and maintenance of the NWS shall be considered Third Party Support (TPS). TPS shall be subject to an approval/veto process further detailed in this Statement Of Work (SOW). Should any such Third Party Support be approved, it shall only be provided on a non-interference basis with NWS requirements. Government furnished airlift and Mobile Support Equipment (MSE) shall not be used for TPS. The Contractor shall be reimbursed for the provision of TPS by the requestor based on the terms and conditions in the NWS contract

### **1.43 Definitions**

### **1.44 Refer to TBD for definitions generic to this SOW.**

### **1.45 Customer Support Request (CSR)**

Means requests for site access and support, submitted by Canada or its representatives who are directly involved in the operation and maintenance and/or sustainment of the NWS.

### **1.46 Third Party Support (TPS)**

Means the support provided by the Contractor to an individual, a group of individuals or a Government or corporate organization involved in operations or activities not directly associated with the operation and maintenance of the NWS, and for which the Contractor's costs is to be reimbursed by that individual, or the group of individuals or by that Government or corporate organization.

### **1.47 References**

1.47.1 DND/USAF AFTAC Memorandum of Understanding (M)

1.47.2 Customer & Third Party Support Request Form (G)

### **1.48 Customer and Third Party Support Plan**

1.48.1 The Contractor shall prepare, implement and administer a Customer and Third Party Support Plan which details the Contractor's approach to effectively and efficiently managing all NWS CSR and TPS requests as further detailed in this SOW. The plan shall include procedures for requesting customer and third party support. {CDRL, DID}

### **1.49 Customer and Third Party Support Database**

1.49.1 The Contractor shall establish and maintain a searchable database of all customer support and third party support requests. The database shall be in Commercial Off The Shelf (COTS) software. The metadata for the database shall be as recommended by the Contractor and accepted by the NWSO TA. {CDRL, DID}

### **1.50 Site Orientation, Fire and Life Safety Briefings**

1.50.1 The Contractor shall provide site orientation, fire and life safety briefings to all non-Contractor staff arriving at NWS sites. The briefing shall include such items as, but not limited to:

- 1.50.1.1 Location of site of messing and accommodations;
- 1.50.1.2 Restricted access areas;
- 1.50.1.3 General site safety requirements;
- 1.50.1.4 Wildlife awareness and safety;
- 1.50.1.5 Response requirements in the event of a fire alarm, including muster locations.

The Contractor shall record the name and date of each person receiving the briefing and this information shall be entered into the Customer and Third Party Support Database.

## **1.51 Manage Customer Support**

- 1.51.1 Upon receipt of a CSR, the Contractor shall develop a proposed support plan and forward it to the originator of the CSR. In cases where the request has been made a minimum of 15 business days in advance and the Contractor cannot satisfy the request due to legitimate conflicting priorities, the Contractor will work with the NWSO TA to reschedule the request, or to provide the requested support to the extent possible.
- 1.51.2 The contractor shall provide R&Q at NWS sites as requested on the CSR. R&Q shall be to the same standard as provided to the Contractor's employees. The Contractor shall be responsible for cleaning and laundry services for quarters and bedding. Provision of R&Q for CSRs shall be provided on a non-interference basis with NWS operational requirements.
  - 1.51.2.1 The Contractor shall provide ground transportation as requested on the CSR at NWS LRR sites and Logistics Support Sites (LSS) Inuvik, Iqaluit and Goose Bay, and at the North Warning System Support Center (NWSSC) in North Bay Ontario. Provision of ground transportation for CSRs shall be provided on a non-interference basis with NWS operational requirements.
  - 1.51.2.2 The Contractor shall provide MSE as requested on the CSR at NWS LRR sites. Provision of MSE for CSRs shall be provided on a non-interference basis with NWS operational requirements.
  - 1.51.2.3 The Contractor shall coordinate government furnished airlift from the LSS forward within the zone as requested on the CSR. Coordination of government furnished airlift for CSRs shall be provided on a non-interference basis with NWS operational requirements.
  - 1.51.2.4 The contractor shall provide qualified staff to escort NWSO and NWSO sponsored personnel on visits to NWS work locations. The Contractor shall ensure that escorts maintain access control and that security requirements are met at all times.

**1.51.2.5** The contractor shall provide a wildlife monitor to escort NWSO and NWSO sponsored personnel on visits to NWS work locations where inspections are to be conducted outdoors.

**1.51.2.6** The Contractor shall support requests from the NWSO TA or NWSO TA sponsored personnel for technical inspections, equipment/system demonstrations and briefings. The Contractor shall provide qualified and trained personnel to support these requirements.

## **1.52 CSR: Audits**

**1.52.1** The Contractor shall provide a finance and accounting point of contact and personnel as necessary to assist in any financial audit. The Contractor shall ensure that answers and documentation are provided throughout all phases of the auditing process. For audit preparation, the Contractor shall provide personnel to plan and assemble working paper files, prepare documentation for subsequent review, as well as scheduling and organizing the actual audit. During audits, the Contractor shall ensure that personnel answer questions, address concerns, provide further account verification, answer work order inquiries, and provide cost analysis.

## **1.53 CSR: Government Furnished Airlift**

**1.53.1** The Contractor shall provide R&Q, equipment support and meteorological information to the Government furnished airlift personnel at LSS-C and LSS-F, as follows for each location:

**1.53.1.1** 2 persons year round;

**1.53.1.2** 1 additional person from 01 November to 31 March annually;

**1.53.1.3** 4 additional persons from 01 April to 30 September annually.

The Contractor shall be prepared to support additional aircrew during scheduled crew change where two additional personnel will require R&Q.

**1.53.2** The Contractor shall provide R&Q, equipment support and meteorological information to the Government furnished airlift personnel LSS-F to support the annual FOX-3 fuel lift. Support for 8 persons for 14 days shall be provided.

## **1.54 Cost Reimbursable CSRs**

**1.54.1** The Contractor shall provide costed CSR support to be reimbursed by Canada on a case by case basis. Reimbursable CSRs shall normally be for project support.

## **1.55 Manage Third Party Support**

**1.55.1** Upon receipt of a TPS request, the Contractor shall notify the NWSO TA and advise if it is to be accepted or rejected. If the TPS is to be rejected, the Contractor shall provide its reason for this rejection. The NWSO TA reserves the right to veto any TPS request. If the TPS is to be supported, the Contractor shall develop a support plan based on requirements of the TPS. The Contractor shall flow requirements of this contract into the TPS support plan. All TPS support shall be on a non-interference basis with NWS operational requirements. The Contractor shall be reimbursed for all costs for TPS support by the TPS requestor. Canada shall bear no costs for TPS support.

**1.55.2** The contractor shall provide R&Q at NWS sites as requested on the TPS. R&Q shall be to the same standard as provided to the Contractor's employees. Provision of R&Q for TPS requests shall be provided on a non-interference basis with NWS operational requirements.

**1.55.3** The Contractor shall provide ground transportation as requested on the TPS at NWS LRR sites. Provision of ground transportation for TPS requests shall be provided on a non-interference basis with NWS operational requirements.

**1.55.4** The Contractor shall provide MSE as requested on the TPS at NWS LRR sites. The Contractor shall perform limited technical inspections on any MSE used for TPS. All maintenance and any repairs to MSE shall be borne by the TPS requestor. Provision of MSE for TPS requests shall be provided on a non-interference basis with NWS operational requirements.

**1.55.5** Government furnished airlift shall not be used for TPS.

**1.55.6** Implementation of approved TPS request shall comply with the Security Requirements Check List (SRCL).

## **1.56 TPS: Air Force Technical Applications Centre (AFTAC)**

**1.56.1** The Contractor shall provide equipment maintenance and R&Q to AFTAC personnel at LSS-C as outlined in the Department of National Defence (DND)/United States Air Force (USAF) Joint Seismic Research Facility in Cambridge Bay MOU. The contractor shall maintain financial records of AFTAC support and shall submit quarterly invoices for this support to Canada for reimbursement based on USAF fiscal year 01 October to 30 September.

## **1.57 TPS: Support Search And Rescue (SAR)**

**1.57.1** The Contractor shall support SAR requirements when requested from a Government agency and as approved by the Department of National Defence (DND) System Maintenance (SM) Section. Should the requesting agency indicate that there is imminent loss of life, the Contractor shall provide the requested support without prior authorization from the SM Section. When approval has been obtained, the Contractor shall supervise the requested support under the direction of the requesting agency. Support shall include release of Government furnished airlift, fuel, R&Q for SAR personnel, meteorological information and communications. The Contractor's support for SAR shall be reimbursed by Canada.

## **1.58 Ancillary Support Introduction**

**1.58.1** This section details the Contractor's responsibilities with respect to the provision of the following for all NWS locations:

**1.58.1.1** Rations;

**1.58.1.2** Quarters;

**1.58.1.3** Potable water;

**1.58.1.4** Power;

**1.58.1.5** Sewage handling,

**1.58.1.6** Laundry and cleaning services, and

**1.58.1.7** Supplementary warehousing.

## **1.59 Definitions**

**1.60** Refer to XXXXX for definitions relevant to this section.

## **1.61 References**

## **1.62 Rations**

**1.62.1** The Contractor shall be responsible for providing rations for all of its staff at all NWS locations.

**1.62.2** The Contractor shall be responsible for the provision of rations to support customer support requests (CSRs) further detailed in this statement of work (SOW).

## **1.63 Quarters**

**1.63.1** The Contractor shall be provided Government furnished quarters for Logistics Support Site (LSS) staff at LSS-C and LSS-F.

**1.63.2** No Government furnished quarters shall be provided to the Contractor in Inuvik, Iqaluit, Goose Bay or North Bay to support LSS-I, LSS-Q, LSS-G, North Warning System Support Center (NWSSC) and North Warning System Control Center (NWSCC) staff. The Contractor shall be responsible for quartering its staff in these locations.

**1.63.3** The Contractor shall be provided Government furnished quarters at Long Range Radar (LRR) sites to support the work in this SOW.

**1.63.4** The Contractor shall be provided Government furnished quarters at Short Range Radar (SRR) sites to support the work in this SOW. SRR site quarters are emergency shelters integral to the Technical Services Building (TSB) capable of supporting up to six persons for short durations.

## **1.64 Potable Water**

**1.64.1** LSS-I and LSS-Q each has a fixed capacity potable water storage tank. The Contractor shall be responsible for securing the provision of potable water at LSS-I and LSS-Q from the towns of Inuvik and Iqaluit respectively.

**1.64.2** The Contractor shall be provided potable water at LSS-G by Canadian Forces Base (CFB) Goose Bay.

**1.64.3** Potable water at the SRD, the NWSSC and the NWSCC shall be provided by CFB North Bay.

**1.64.4** The Contractor shall be responsible for the provision of potable water at LSS-C, LSS-F, BAR-2, PIN-MAIN, CAM-3, FOX-3, DYE-MAIN, BAF-3, LAB-2 and LAB-6. The Contractor shall draw raw water from an identified raw water source at each site though Government provided infrastructure or Government provided water truck. The Contractor shall be responsible for the operation and maintenance of Government provided water treatment systems at each of these sites to produce potable water. The Contractor shall be responsible to establish and implement a water testing program to monitor water quality to guarantee treated water is potable. The Contractor shall be responsible for additional potable water management activities required by Nunavut Water Board (NWB) water licenses at LSS-C, CAM-3, LSS-F, FOX-3, DYE-MAIN and BAF-3 detailed further in this SOW.

**1.64.5** The Contractor shall be responsible for the provision of potable water at 36 SRR sites. There is no identified raw water source or water treatment capability at any SRR site.

## **1.65 Power**

**1.65.1** Power at LSS-C, LSS-F, all LRR sites and all SRR sites is provided by Government furnished Power Generation System (PGS). The Contractor shall be responsible for the operation and maintenance of the Government provided PGS at each of these sites to ensure the continual supply of power.

**1.65.2** Power at LSS-G shall be provided by CFB Goose Bay.

**1.65.3** Power at LSS-I and LSS-Q is commercially provided. The Contractor shall be responsible for securing and maintaining commercial power at these locations.

**1.65.4** Power at the NWSSC, the NWSCC and the SRD is provided by CFB North Bay.

## **1.66 Sewage Handling**

**1.66.1** LSS-I and LSS-Q each has a fixed capacity sewage holding tank. The Contractor shall be responsible for securing the pump out of this holding tank at LSS-I and LSS-Q from the towns of Inuvik and Iqaluit respectively.

**1.66.2** The Contractor shall be provided sewage handling services at LSS-G by Canadian Forces Base (CFB) Goose Bay.

**1.66.3** Sewage handling services at the SRD, the NWSSC and the NWSCC shall be provided by CFB North Bay.

**1.66.4** The Contractor shall be responsible for the provision of sewage handling at LSS-C, LSS-F, BAR-2, PIN-MAIN, CAM-3, FOX-3, DYE-MAIN, BAF-3, LAB-2 and LAB-6. The Contractor shall be responsible for the operation and maintenance of Government provided sewage treatment/handling systems at each of these. The Contractor shall be responsible for additional sewage management activities required by Nunavut Water Board (NWB) water licenses at LSS-C, CAM-3, LSS-F, FOX-3, DYE-MAIN and BAF-3 detailed further in this SOW.

**1.66.5** The Contractor shall be responsible for the provision of sewage handling at 36 SRR sites. The Contractor shall be responsible for the operation and maintenance of Government provided incinerating toilets at each of these sites.

## **1.67 Laundry and Cleaning Services**

**1.67.1** The Contractor shall be responsible for the provision of laundry, repair and cleaning services for all NWS rugs, carpeting, curtains, bedding, linen and special purpose/protective clothing.

## **1.68 Supplementary Warehousing**

**1.68.1** The Contractor shall be responsible for providing additional heated warehouse space in Inuvik and Iqaluit to supplement that available within LSS-I and LSSQ to support operational requirements within Zones 1 and 4 respectively.

**1.68.2** NWS PMO need to provide more information on this e.g. square footage.

**1.68.3** NWS PMO need to include reference to data and telephony connectivity being furnished by the government in this section

## **1.69 SIGNIFICANT INCIDENTS**

### **1.70 Introduction to Significant Incidents**

**1.70.1** The Contractor shall manage significant incidents from identification through to successful resolution as detailed in this Statement Of Work (SOW).

### **1.71 Definitions**

**1.71.1** Significant Incident means:

**1.71.1.1** Any incident, excluding those specifically described in the SOW (fire, medical emergency, medical incident, environmental, security, aircraft overdue, aircraft incident and vehicle incident), that could cause concern for the Department of National Defence (DND), Canadian Forces or Minister of National Defence as described in Defence Administrative Orders and Directives (DAOD) 2008-3 "Issue and Crisis Management", or otherwise negatively impacts North Warning System (NWS) operations;

**1.71.1.2** A requirement to quarantine fuel or any incident involving quarantined fuel;

**1.71.1.3** Fuel dips which cannot be reconciled; and

**1.71.1.4** Any corrective maintenance item with a total cost to repair above the Corrective Maintenance (CM) Job Limit.

### **1.72 References**

Defence Administrative Orders and Directives (DAOD) 2008-3 "Issue and Crisis Management".

### **1.73 Manage Significant Incidents**

1.5.1 Within 6 hours from identification of a significant incident, the Contractor shall submit an initial report detailing the nature of the incident. Follow-up reports shall be submitted no later than 72 hours as required until the incident has been fully investigated, and corrective action has been completed. If the significant incident is deemed to be an emergency, the Contractor shall activate the Emergency Response Plan. Follow-up reports shall document the status of the investigation and corrective actions which are planned/completed until such time as the incident is considered closed. If warranted, the Contractor shall update the Risk Management Plan to eliminate or mitigate the chance of the significant incident recurring.

## **1.74 TECHNICAL LIBRARY & DOCUMENT MANAGEMENT**

### **1.75 Introduction to Technical Library and Document Management**

**1.75.1** The Contractor shall maintain a central technical library to serve as a central registry, maintain document control and serve as the distribution authority for all North Warning System (NWS) related publications and drawings for installed equipment, systems and MSE. The Contractor shall maintain satellite libraries at each NWS Long Range Radar (LRR) and Short Range Radar (SRR) site, the Short Range Development (SRD) site, the North Warning System Support Center (NWSSC) and the North Warning System Control Center (NWSCC) and Logistics Support sites (LSSs).

### **1.76 Definitions**

TBD

### **1.77 References**

**1.77.1** Existing library listing

### **1.78 Library and Document Control Management Plan**

**1.78.1** The Contractor shall prepare, implement and administer an NWS library and document control management plan. The plan shall document, at a minimum, the Contractor's approach to:

**1.78.1.1** The establishment and administration of a physical central technical library and existing physical satellite libraries;

**1.78.1.2** Library access;

**1.78.1.3** The establishment and administration of a library management system incorporating Commercial Of The Shelf (COTS) library management software;

**1.78.1.4** The control and issuing of all library documentation, including drawings;

**1.78.1.5** The maintenance and administration of an existing digital photograph database; and

**1.78.1.6** The management of project files.

### **1.79 Maintain Physical Technical Libraries**

**1.79.1** The Contractor shall establish and administer a main central technical library located in the Contractor's Contract Management Office (CMO). The central technical library shall be the repository of all NWS publications, drawings, vendor information, controlled goods documentation and the Contractor's quality management system documentation. The central technical library shall maintain document control and shall serve as the distribution authority for all NWS documentation.

**1.79.2** The Contractor shall maintain and administer existing satellite technical libraries located at NWS LSSs, LRR sites, SRR sites, the SRD, the NWSCC and the NWSSC containing publications and documentation required to support the Operation and Maintenance (O&M) activities at those locations

## **1.80 Library Access**

**1.80.1** The Contractor shall afford North Warning System Office (NWSO) and NWSO sponsored personnel who have the appropriate identification with same-day access to the NWS central technical library and satellite libraries during normal working hours. The Contractor shall maintain procedures for emergency access outside normal office hours.

## **1.81 Library Management System**

**1.81.1** Within two years of contract award, the Contractor shall incorporate all library holdings including all documents included on the current Microsoft Excel library listing spreadsheet and all drawings into an electronic library management system. The library management system shall incorporate library management software which shall be COTS as proposed by the Contractor and accepted by the North Warning System Office Technical Authority (NWSO TA). The metadata for the library management software shall be proposed by the Contractor and accepted by the NWSO TA. Within this two year period, the Contractor shall, as part of this effort:

**1.81.1.1** Audit the holdings in the NWS central technical library, satellite libraries and all drawings to ensure accuracy and incorporate any amendments into the library management system.

**1.81.1.2** Incorporate the storage and tracking of historical and active hard copy and soft copy project files;

**1.81.1.3** Ensure that the library management system is accessible to the NWSO TA from the NWSO.

## **1.82 Control and Issue Technical Services Documentation and Drawings**

**1.82.1** The Contractor shall ensure that the NWS technical library is the repository and controlling agency for all NWS related publications, technical documents and drawings held by the Contractor. The Contractor shall:

- 1.82.1.1 Maintain tables of allowance and distribution lists by location for all documentation;
- 1.82.1.2 Procure, issue and distribute publications, documents and revisions; and
- 1.82.1.3 Maintain amendment records.

1.82.2 The Contractor shall maintain procedures for the update and revision of all publications, technical documentation and drawings held in the NWS technical library. The Contractor shall verify documentation received by the NWS library for correct revision status prior to entry into the library management system and subsequent distribution.

1.82.3 The Contractor shall ensure that the assigned account/plate number is indicated on all publications requisitions.

1.82.4 The Contractor shall maintain NWS drawings in accordance with Directorate of Supply Chain Operations (DSCO) requirements. The contractor shall ensure that new or revised drawings are prepared and issued in the required format.

### **1.83 Maintain Digital Photo Database**

1.83.1 The Contractor shall maintain and administer the Government furnished digital photo database.

1.83.2 The Contractor shall populate the Government furnished digital photo database with new photographs on a periodic basis gathered through the implementation of the work in this Statement Of Work (SOW). Photos shall be taken:

1.83.2.1 Of infrastructure and installed equipment during implementation of facility condition inspections;

1.83.2.2 Of Mobile Support Equipment (MSE) during the performance of Limited Technical Inspections (LTIs);

1.83.2.3 To augment incident reports required by this sow; and,

1.83.2.4 To document implementation of project work.

1.83.3 The Contractor shall adopt the current naming/labelling convention for new photos added to the database.

1.83.4 The Contractor shall ensure that the digital photo database is available to the NWSO TA from the NWSO.

## **1.84 Work Management System Introduction**

**1.84.1** The Contractor shall provide the resources necessary to effectively and efficiently manage NWS work defined in this Statement Of Work (SOW) for the duration of the Contract. Work management includes:

**1.84.1.1** Defining, planning and controlling maintenance and repair activities for all categories of NWS work;

**1.84.1.2** Coordinating maintenance and repair to be performed at NWS sites and installations by the Contractor's technicians and subcontractors;

**1.84.1.3** Tracking costs in support of Operations And Maintenance (O&M) work;

**1.84.1.4** Monitoring equipment and service delivery performance; and

**1.84.1.5** Collecting maintenance and failure data for use in work management, Life Cycle Management (LCM) and quality control activities.

**1.84.2** The Contractor shall use the government furnished IBM Maximo Asset Management software, here after referred to the Work Management System (WMS), to manage North Warning System (NWS) work. The existing WMS contains Historical Work Order (WO) information back to 2011.

**1.84.3** The WMS has the capability to:

**1.84.3.1** Generate individual Work Requests/Work Orders (WR/WO) for each activity;

**1.84.3.2** Schedule maintenance tasks;

**1.84.3.3** Provide exception reporting for overdue Preventive Maintenance (PM) tasks;

**1.84.3.4** Capture the data and measurements collected by maintenance technicians;

**1.84.3.5** Analyze a backlog of Corrective Maintenance (CM) tasks, estimate the required work load, prioritize the tasks for completion, and provide follow-up exception reporting;

**1.84.3.6** Track the progress of Emergency Maintenance (EM), CM, capital project, self-help, and modification jobs using defined status codes, and report by status, zone or job;

**1.84.3.7** Retain records of all completed work orders and generate related reports for analysis;

**1.84.3.8** Generate reports for all outstanding PM and CM work orders with date originated, date approved and status for work management and monitoring;

**1.84.3.9** Generate reports for all PM and CM work orders completed to assess overall system performance and condition; and

**1.84.3.10** Track outage time by assigned Equipment Identification Number (EIN) for Prime Mission Equipment (PME) for which availability data is required.

## **1.85 Definitions**

**1.86 Refer to TBD for definitions generic to this SOW.**

**1.87 LUC 72 Emergency Maintenance**

Work that requires immediate action to protect life and limb, the environment and Government Property, and to preclude a reduction in operational effectiveness. An emergency requires prompt action to carry out an investigation and to implement a temporary or, where possible, permanent repair. Emergency maintenance is identical in scope and cost limitations to corrective maintenance (LUC 74), but is differentiated by the urgency of the initial response.

**1.88 LUC 73 Preventive Maintenance (PM)**

Predetermined, recurring and scheduled work to service and preserve NWS equipment and Government Property, including MSE, so that it can effectively meet its designed purpose with a minimum of unscheduled downtime and to prolong its useful life, in accordance with the established preventive maintenance program.

**1.89 LUC 74 Corrective Maintenance (CM)**

Work required as a result of an equipment or Federal Real Property failure which prevents it from performing its designed function. CM is carried out on an as required and when permitted basis and usually requires the replacement or restoration of components or unserviceable parts. CM is subject to the CM job limit as detailed below.

**1.90 LUC 75 Standing Job**

Work performed for a predetermined requirement which recurs regularly in the same location, for which an accurate job description is written, but for which resource requirements cannot be accurately forecasted.

**1.91 LUC 76 Capital Project**

Work approved through the business planning process as specified in this SOW which falls within the scope of NWS O&M but falls outside the firm fixed price work, including:

**1.92 LUC 77 Self-Help Project**

Work designed and implemented by the Contractor at no cost to Canada (including labour and material). Self-help projects representing configuration changes will require North Warning System Technical Authority (NWSO TA) approval. Transportation to be co-ordinated with scheduled NWS O&M activities.

**1.93 LUC 78 Minor Modification**

Work requiring any change to form, fit or function whether or not the item is configuration managed where estimated costs do not exceed TBD per job.

### **1.94 Corrective Maintenance Job Limit**

The initial twenty-five-thousand dollars in costs (excluding any material that may be government furnished) for each Corrective Maintenance (CM) job which is paid by the Contractor and not reimbursed by Canada or claimable under this Contract.

### **1.95 References**

TBD

### **1.96 Work Management Plan**

**1.96.1** The Contractor shall prepare, implement and administer a Work Management Plan to document the Contractor's approach to effectively and efficiently managing all NWS work, and shall detail at a minimum, the following:

**1.96.1.1** The Contractor's approach to implementing work, given the Concept Of Operations, and the challenges of the NWS environment;

**1.96.1.2** The use of the Government furnished electronic WMS and how it is incorporated into daily operations to meet the requirements of this SOW;

**1.96.1.3** Maintenance and creation of unique Equipment Identification Numbers (EINs);

**1.96.1.4** Implementation of a work request function to record incoming work requests;

**1.96.1.5** Implementation of a work approval function to categorize, prioritize and determine work request feasibility, and

**1.96.1.6** Implementation of a work tracking function to provide data and work status update(s), and to manage any backlog of work;

{CDRL, DID}

### **1.97 Implement Work Management System**

**1.97.1** Categorize Work

**1.97.1.1** The Contractor shall categorize all NWS work into unique Labour Use Code (LUC) as specified in paragraph 3 of this section.

**1.97.2** Establish and Maintain Equipment Identification Numbers

**1.97.2.1** The Contractor shall assign a unique Equipment Identification Number (EIN) to identify equipment items, facilities and systems. The Contractor shall ensure that EINs are broken down to the level required by Life Cycle Management (LCM), as specified in this SOW.

### **1.97.3 Work Requests**

**1.97.3.1** The Contractor shall track all requirements for work via work requests. The Contractor shall review work requests for completeness, accuracy, validity and feasibility. The Contractor shall ensure that approved work requests become work orders.

### **1.97.4 Manage Work Orders**

**1.97.4.1** The Contractor shall manage NWS work via unique work orders. The Contractor shall ensure that each work order contains the following, at a minimum:

- 1.97.4.1.1 Unique work order number;
- 1.97.4.1.2 Luc;
- 1.97.4.1.3 Job location (site, building and system as appropriate);
- 1.97.4.1.4 Scope of proposed work;
- 1.97.4.1.5 Justification for proposed work;
- 1.97.4.1.6 Labour and material requirements;
- 1.97.4.1.7 EIN;
- 1.97.4.1.8 Date of request;
- 1.97.4.1.9 Contact information of originator;
- 1.97.4.1.10 Status code to indicate progression of the work;
- 1.97.4.1.11 A priority code indicating the urgency of the work.

**1.97.4.2** The Contractor shall update work orders as work proceeds to ensure the most current information is available up to completion and closure of the work order. Closed work orders shall remain available for historical purposes. Cancelled work orders shall similarly remain available for historical purposes. The Contractor shall manage any backlog of work to ensure that corrective maintenance work orders are completed within SOW requirements approval.

### **1.97.5 Work Order Backlog**

**1.97.5.1** The Contractor shall ensure that work orders for LUC 74 corrective maintenance are entered into a backlog and normally actioned on a first in first out basis by site. At contract start, the Contractor shall adopt an existing backlog or work orders and incorporate completion of these work orders as part of the Contractor's normal operations.

## **1.98 Information Management Services and Information Technology Introduction**

The government will provide an information management system platform (hereafter known as the North Warning (IMS)) to the contractor that includes all of the NWS Data, the application software (COTS/Developed) and hardware IT Assets to serve as a baseline in order for the contractor to meet the data requirements of this SOW. The Contractor will provided access to the NW IMS after contract award, along with training on the various aspects of the system as it pertains to the requirements of this SOW. The contractor will be responsible to either modify, acquire, and/or develop solutions for the NW IMS for those requirements of the SOW the NW IMS that currently does not meet within 6 months after Transition IN.

The government will also identify Information Technology Assets, software, licenses & Support and Services Agreements for command and control systems (Supervisory Control and Data Acquisition System (SCADA)), and maintenance and diagnostics (fleet management). A complete listing of all NW IMS/Information Technology applications, data directories & inventory is mentioned in this SOW document.

## **1.99 DEFINITIONS**

Refer to TBD for definitions generic to this SO

### **1.100 Information System:**

An information system is generally composed of data, computing platforms, communications networks, business applications, people, and processes, organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information. [NIST SP800-39, Reference 7, adapted]

### **1.101 IT Asset:**

A generic term used to represent business applications, electronic representations of information (data), and the hardware, software, and system data that information systems are composed of.

### **1.102 IT Security:**

The discipline of applying security controls, security solutions, tools, and techniques to protect IT assets against threats from compromises throughout their lifecycle, based on the security category of supported business activities, and in accordance with departmental and GC policies, directives, standards, and guidelines.

### **1.103 IT Security Risk:**

The potential that a given threat will compromise IT assets and cause injury. [HTRA, Reference 1, adapted]

## **1.104 IT Security Risk Management:**

The process by which organizations manage IT security risks. IT security risk management is achieved through IT security and other risk management processes.

## **1.105 REFERENCES for Info Management Service and Info Technology Intro**

The notations against the references have the following meanings: M - Adherence to the policies, procedures, act, orders and regulations contained therein is mandatory. G - The policies and procedures contained therein are not mandatory, but proposals for alternatives must be submitted in full detail to, and be accepted by the Project Authority. Furthermore, alternatives must fully interface with procedures in use globally.

**1.105.1** Government of Canada Cyber Security Event Management Plan (GC CSEMP) 2018

**1.105.2** <https://www.canada.ca/en/treasury-board-secretariat/services/access-information-privacy/security-identity-management/government-canada-cyber-security-event-management-plan.html#toc1>

**1.105.3** TBS, Policy on Service and Digital,

**1.105.4** <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>

**1.105.5** IT Security Risk Management in the Government of Canada (ITSE.10.033)

**1.105.6** <https://www.cyber.gc.ca/en/guidance/it-security-risk-management-government-canada-itse10033>

**1.105.7** TBS, Policy on Government Security

**1.105.8** <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578>

**1.105.9** A-IM-100-000/AG-001 – DND/CAF Security Orders and Directives for Classified Information Systems

**1.105.10** DND/CAF Security Assessment and Authorization Guideline (SAAG), Director Information Management

**1.105.11** (M) A-IM-100-000/AG-001 Certification and Accreditation requirements

**1.105.12** (M) ITSG 33

**1.105.13** (G) Work Management System Users Guide

**1.105.14** (G) NWS IMS Communications Architecture Schematic

**1.105.15** (G) MAXIMO 7 EAM User Guide

**1.105.16** (G) MAXIMO 7 User Guide

**1.105.17** (G) NW IMS Hardware and Software IT Assets listing

**1.105.18** (G) NW IMS Forms Guide - {IOW CDRL's & DID's}

**1.105.19** (G) NW IMS REMIS ICD

**1.105.20** (G) MITRE Common Vulnerabilities and Exposure (CVE) database

## **1.106 System Requirements**

The Contractor shall ensure that all data, plans, reports and correspondence to support and execution of this SOW are generated in an electronic format compatible with MS Office applications and reside on the NWS IMS for access by NWS personnel 24/7.

The Contractor shall establish and implement a Data Management Plan that outlines all actions required to provide continual data backup, off-site/local storage and restoral for the duration of the contract on a daily, non-interference basis with a minimum 1 full data back-up monthly.

The Contractor shall ensure that the NWS IMS is available on a 24/7 to Government personnel.

The Contractor shall ensure that this information is separate either logically, physically, or both, from other Contractor information to prevent unauthorized access to NWS data.

The Contractor shall provide NWS personnel full access to the NWS IMS via a web-based portal application. Users will have the ability to save, print, edit and export NWS IMS generated reports into the remote government workstation's applicable Microsoft Office application.

All contractor data generated by the execution of this SOW shall be exchanged via electronic means, unless prior NWSO approval is received for hard copy transmission. Data provided by the Contractor to be in a file type that is compatible with Microsoft Office applications.

The Contractor shall maintain data integrity by ensuring all data is accurate and updated within 24 hours of occurrence unless otherwise specified in this SOW

The Contractor shall Generate Monthly Reliability and Maintainability Information System (REMIS) data file and generate a REMIS data query that will be saved to CD per the NW IMS-REMIS ICD

The Contractor shall ensure that personnel accessing the NWS IT systems possess a valid security clearance in accordance with the instructions of the SRCL.

### **1.107 Utilize the NWS IMS**

The Contractor shall utilize the NWS IMS for the effective management of the NWS O&M process by ensuring that the system continues to support the functional requirements of:

- 1.107.1** NWS financial and project cost accounting;
- 1.107.2** Project management;
- 1.107.3** Configuration management;
- 1.107.4** Life cycle management;
- 1.107.5** Work management;
- 1.107.6** Equipment status reporting;
- 1.107.7** Logistics management;
- 1.107.8** Records and document management;

- 1.107.9** Quality assurance and quality control; and
- 1.107.10** Human resources management;
- 1.107.11** Mobile support equipment fleet management
- 1.107.12** Asset Management as described in Section XX.

The Government shall retain ownership of the NW IMS hardware and all data records generated in the performance of this contract. Upon contract conclusion, the NWS IMS including all hardware and all data records (including historical) generated in the performance of the SOW will be transferred back to the Government.

The Contractor shall establish a data address directory structure for all data generated by the execution of this SOW. Organizational structure of the directory should follow the construct of the SOW (i.e...By sections), with the address directory to be no more than 4 levels deep in order to minimize time of data search.

The Contractor shall be responsible to provide their own IT systems and devices for those requirements and needs that are contractor specific.

### **1.108 Operate and Maintain the IMS**

The Contractor shall operate and maintain the NWS IMS as an unclassified system and ensure that no Contractor proprietary data or any other government classified data is entered into the system.

The Contractor shall maintain all IT Assets and software associated with the NWS IMS ensuring licensing is current and updates are implemented within a week of receipt. The NWSO IT TA will be notified for each occurrence.

The Contractor shall host the NWS IMS in the same location as their own IT system.

The Contractor shall be responsible for the connectivity of the NWS IMS and their own IT systems as follows:

**1.108.1** The contractor shall be responsible for providing connectivity and access for their personnel who are not residing in the LRR/LSS's.

**1.108.2**

**1.108.3** Connectivity for those personnel residing in the LRR/LSS's will be a combination of utilizing the DND satellite backbone to North Bay, where the contractor shall combine the user data streams between the NWSCC, NWSSC and be responsible for connectivity back to their own IT Systems and the NWS IMS through commercial means. The method of connectivity shall be included in the SA&A documentation package for accreditation.

The Contractor shall support Pre-defined Queries that support the requirements outlined throughout this SOW. Additionally the Contractor will support Ad-Hoc Queries on an as needed

basis from NWS TAs, providing details or summaries from data records. The Contractor will provide assistance to NWS personnel in the development of ad-hoc queries.

The Contractor shall provide IMS technical support from 8:00 am to 4:00 pm (Eastern Time) Monday through Friday to assist with NWS personnel with questions/problems pertaining to the IMS system. Technical support shall be provided through e-mail, telephone and in person when necessary.

The Contractor shall maintain the IMS Users Guide that describes all of the applications and their functionality contained in the NW IMS as well as an updated file structure providing information about each data deliverable. The IMS User Guide shall also include a complete listing, updated regularly of all report queries developed, complete with instruction on how to execute the query properly.

The Contractor shall provide a review of the SOW requirements to determine what functionality the NWS IMS currently does not support, develop the functionality required and implement into the NWS IMS. This includes customization efforts using government provided COTS applications in order to meet and deliver those requirements within the NWS IMS. The requirements shall be completed no later than 6 months after Transition-in has been completed.

The Contractor shall acquire all necessary NWS IMS licenses required for both Contractor and Government personnel to operate and access the NW IMS.

### **1.109 Other IT Systems**

The contractor shall be responsible for the administration, support, and life cycle maintenance of SCADA hardware, software, licenses & Support and Services Agreements.

The contractor shall be responsible for the administration, support, and life cycle maintenance of software, licenses & Support and Services Agreements for maintenance and diagnostics in support of MSE fleet management

The Contractor shall acquire and maintain Software Application Licenses for applications listed in this document.

### **1.110 Morale & Welfare**

The contractor must provide internet access to all the NWS personnel at all LRR and one deployable system per zone for the SRR for the duration of the contract using commercial mean.

### **1.111 Security Assessment and Authorization**

The contractor shall initiate the SA&A process in accordance with A-IM-100-000/AG-001 immediately after contract award, and maintain the Authority to Operate (ATO) of the IMS throughout the duration of the contract. As part of the SA&A, the Contractor will:

- 1.111.1** Organize the physical site survey;
- 1.111.2** Incorporate information security into the concept of operations or author a specific security concept of operations;
- 1.111.3** Provide enterprise architecture diagrams: ov1, ov-5b, sv-1, and sv-2.
- 1.111.4** Draft the Statement Of Sensitivity (SOS) for NWSO ta approval;
- 1.111.5** Perform a Threat and Risk Assessment (TRA);
- 1.111.6** Complete system description(s);
- 1.111.7** Determine the system's security categorization (confidentiality/integrity/availability);
- 1.111.8** Ensure that the Director Information Technology Security (DIT Sec) 29 critical controls have been implemented and verified; and,
- 1.111.9** Submit all required documentation o NWSO for Director Information Technology Security (DIT Sec) approval.

If high risk is identified through the TRA or the SA&A process, the Contractor will mitigate the risk to a minimum acceptable level, in cooperation with NWSO, by making use of appropriate security controls as specified in ITSG-33. The Contractor will implement an approved information security change management process to ensure that any changes are assessed to determine their impact on the ATO. The Contractor shall conduct appropriate re-assessment in accordance with A-IM-100-000/AG-001 for changes that affect the configuration and security posture of NWS IMS.

### **1.112 ITSEC & Cyber Security**

The Contractor shall prepare, implement and administer an Access Authority and Data Security Plan which at a minimum includes the following access control and data security measures:

- 1.112.1** Restrict physical access to servers;
- 1.112.2** Restrict administrative rights to the Operating System (O/S) to a minimum of personnel;
- 1.112.3** Establish password policy and control;
- 1.112.4** Maintain an access control list to protect each object including but not limited to menus, files and tables;
- 1.112.5** Assign and control object and system privileges by user;
- 1.112.6** Control new account creation;
- 1.112.7** Enable software auditing to record logins and user transactions on critical objects;
- 1.112.8** Maintain virus detection and protection capability; and
- 1.112.9** Detect and isolate unauthorized system users, either from external threats or internal sabotage.
- 1.112.10** Prevent the running of malicious software and unapproved programs

The Contractor shall prepare, implement and administer a life cycle management program for software applications and operating systems to ensure that they remain supported and free of known vulnerabilities. At a minimum, known vulnerabilities are those listed in the MITRE Common Vulnerabilities and Exposure (CVE) database.

The Contractor shall prepare, implement and administer a plan for Continuous Monitoring of the systems. The plan is to detail the detection and analysis processes, procedures and tools for continuous monitoring. Continuous monitoring activities range from real-time monitoring (E.g. intrusion detection, automated log analysis) to longer-term monitoring (E.g. vulnerability assessment and risk assessment, security audit, etc.), that is normally conducted offline. Should an event be discovered, response actions shall be in accordance with the Cyber Incident Response Plan.

The Contractor shall prepare, implement and administer a plan that outlines their Cyber Incident Response Plan. The plan is to detail the processes and procedures for the incident response activity with covers preparation for containment, eradication and recovery, as well as post-incident activity.

The Contractor shall prepare, implement and administer a plan for specific measures to be taken to address security findings found during initial and periodic security assessments and ongoing continuous monitoring activities. The Plan of Actions and Milestones includes the intended corrective actions and current disposition for those findings. The Plan of Actions and Milestones must document the following:

- 1.112.11** Mission criticality statement of the system;
- 1.112.12** Pacific weaknesses or deficiencies in deployed security measures;
- 1.112.13** Importance of the identified security measure weaknesses or deficiencies;
- 1.112.14** Scope of the weakness in components within the environment; and
- 1.112.15** Proposed risk mitigation approach to address the identified weaknesses or deficiencies in the security measure implementations (e.g., prioritization of risk mitigation actions and allocation of risk mitigation resources).

## **1.113 SECURITY**

### **1.114 Introduction to Security**

**1.114.1** The Contractor shall maintain a security program to meet the requirements of the NWS Security Requirements Check List (SRCL) and to provide effective safeguards for Government Property, controlled goods, Communications Security (COMSEC) equipment and information against espionage, sabotage, theft, damage or destruction.

### **1.115 Definitions**

### **1.116 References**

**1.116.1** IT Security Directive for the Control of COMSEC Material in the Canadian Private Sector ITSD-06A

### **1.117 NWS Security Plan**

**1.117.1** The Contractor shall prepare, implement and administer a North Warning System (NWS) Security Plan describing the Contractor's security program and the procedures to be followed to provide effective security for NWS property, personnel and information. The plan shall include the Contractor's approach to:

- 1.117.1.1** Administering the requirements of the SRCL;
- 1.117.1.2** Managing Communications Security (COMSEC);
- 1.117.1.3** Maintaining Mode V crypto capability;
- 1.117.1.4** Managing site security;
- 1.117.1.5** Managing security incidents; and
- 1.117.1.6** Conducting security inspections.

{CDRL, DID}

### **1.118 Administer SRCL**

**1.118.1** The Contractor shall ensure compliance with the SRCL for all NWS operations.

**1.118.2** The Contractor shall maintain a current facilities security clearance in accordance with the Industrial Security Manual (ISM). The Contractor shall ensure that all personnel requiring access to controlled goods, classified/designated information, material or facilities are security cleared to the appropriate level.

**1.118.3** The Contractor shall be responsible for processing security clearances and maintaining the appropriate clearance records for Contractor personnel.

**1.118.4** The Contractor shall ensure that areas of NWS sites that have defined Security/Operations and Reception/Accommodations zones. The Contractor shall ensure that unescorted entry into Security/Operations zones is limited to those personnel who have the required security clearance and have a valid need to perform duties within that zone.

### **1.119 Manage COMSEC**

**1.119.1** The Contractor shall establish and maintain COMSEC account with Communications Security Establishment (CSE) and CSE which shall be the COMSEC Authority for the account.

**1.119.2** The Contractor shall establish, implement and administer a COMSEC program in accordance with IT Security Directive for the Control of COMSEC Material in the Canadian Private Sector ITSD-06A. Implement COMSEC program including COMSEC Standard Operating Procedures in accordance with the CSEC Industry COMSEC Material Control Manual ITSD-CSD-01. The program is to include an Emergency Destruction Plan (EDP) also in accordance with the CSEC Industry COMSEC Material Control Manual ITSD-CSD-01. The EDP shall be available at every NWS site or Contractor location where COMSEC material is held.

### **1.120 Maintain Mode V Crypto Capability**

**1.120.1** Maintain the capability to load Mode V crypto codes at each LRR site location. Ensure sufficient operational keymat is available to load Mode V crypto code, including SKL, batteries and fill cables. Coordinate, track and schedule crypto keying requirements at all sites.

### **1.121 Manage NWS Site Security**

**1.121.1** The Contractor shall manage the physical security of NWS sites to safeguard against espionage, sabotage, damage or destruction.

**1.121.2** The contractor shall receive, secure, issue, log, and inventory all keys placed in the custody of the Contractor for all facilities and installations of the NWS.

**1.121.3** The Contractor shall ensure that each individual visiting an NWS location signs a hard copy visitor register. Registers are to be held at each Logistics Support Site (LSS), each Long Range Radar (LRR) site, the North Warning System Support Center (NWSSC), the North Warning system Control Center (NWSCC) and the Short Range Development (SRD) site. The visitor register shall contain the visitor's name, security clearance, time in, time out and sites visited. The Contractor shall retain the visitor register for the life of the NWS contract.

### **1.122 Manage Security Incidents**

**1.122.1** The Contractor shall respond to, investigate and report security and Communications Security (COMSEC) incidents affecting the NWS to the NWSO. Security and COMSEC incidents include:

**1.122.1.1** Compromise or suspected compromise of COMSEC, classified or designated information and/or controlled goods;

**1.122.1.2** Criminal negligence causing damage to Government Property;

**1.122.1.3** Embezzlement or fraud; and

**1.122.1.4** Theft or loss of Government Property.

**1.122.2** The Contractor shall maintain and monitor security systems including security alarms and cameras remoted through data communications links to the NWSCC. When alarm systems are activated at any unattended site, the Contractor shall dispatch LSS personnel immediately to respond/investigate the alarm.

**1.122.3** The Contractor shall notify the 22 Wing Military Police of any security incidents occurring at the NWSSC, the NWSCC and the SRD, with copy to the NWSO.

**1.122.4** The Contractor shall submit initial and follow up security incident reports to the NWSO TA. The initial report shall be submitted within 24 hours of the incident occurring, with follow-up reports submitted as required until the incident has been fully investigated and the root cause of the incident has been identified. The final report shall identify any required corrective action to prevent a recurrence of the incident. {CDRL, DID}

### **1.123 Information Security**

**1.123.1** The Contractor shall clear all information releases pertaining to the NWS through NWSO prior to publication or release by any of the Contractor's employees. The Contractor shall ensure that security briefings form part of the orientation training for Contractor personnel. The Contractor shall ensure that as part of the security briefing, personnel are cautioned against divulging classified/designated information either during or following employment on the project, and are made aware that unauthorized disclosure of classified/designated information is a criminal offence.

## **1.124 Conduct Security Inspections**

**1.124.1** The Contractor shall conduct security inspections at NWS sites, as follows:

- 1.124.1.1** LSSs – annually;
- 1.124.1.2** LRR sites – annually;
- 1.124.1.3** SRR sites – a minimum of 1 site inspected annually per Zone;
- 1.124.1.4** SRD site – annually;
- 1.124.1.5** NWSCC – annually; and
- 1.124.1.6** NWSSC – annually.

The inspections shall include, at a minimum, a review of physical security, controlled goods management, COMSEC management and an audit of the site visitor register. Deficiencies noted shall be corrected at the time of the inspection. Any findings not corrected at the time of the inspection shall be recorded and tracked until corrective action has been completed. Regardless of corrective action, all noted deficiencies shall be included in the security inspection report. {CDRL, DID}

## **1.125 Provide Security Services (From ADM (IE) SOW)**

### **1.126 General**

**1.126.1** The Contractor shall provide physical security services, in accordance with DND security requirements, to ensure that individuals, information, assets and services are safeguarded and that critical services and operations continue in the event of emergencies.

### **1.127 Identify and Comply with Physical Security Requirements**

**1.127.1** The Contractor shall comply with physical security requirements of NWS Security Officers (DSOs), considering security threats, including:

- 1.127.1.1** Unauthorized access;
- 1.127.1.2** Work-related violence;
- 1.127.1.3** Loss of availability of assets;
- 1.127.1.4** Monetary or heritage loss; and
- 1.127.1.5** Loss of asset integrity.

**1.127.2** The Contractor shall continually assess risks, implement, monitor and maintain appropriate internal management controls, and prevent, detect, respond to, and recover from security threats, issues, problems and breaches.

### **1.128 Operate a Key Control Program**

**1.128.1** The Contractor shall receive, secure, issue, log, and inventory keys placed in the custody of the Contractor for facilities and installations of the NWS

### **1.129 Provide Building Performance Reviews**

**1.129.1** The Contractor shall conduct regular visual inspections of buildings at intervals commensurate with operational requirements.

**1.129.2** The Contractor shall conduct BPRs and submit BPR reports, in accordance with RPDRL, for acceptance, consistent with the due date and format identified, or as requested, for each building:

**1.129.2.1** Research relevant information on the real property assets and their serviceability;

**1.129.2.2** Inspect each asset in a manner appropriate to its use, age, construction details, cladding system and

**1.129.2.3** Potential for hidden deterioration;

**1.129.2.4** Consult with designated occupant representatives; and

**1.129.2.5** Provide information to support asset planning and budgeting.

## **1.130 OCCUPATIONAL HEALTH AND SAFETY**

### **1.131 Introduction to Occupational health and Safety**

**1.131.1** The Contractor shall ensure that a safe working environment is maintained for all personnel granted access to NWS locations. The Contractor shall ensure that safety is an integral part of all work completed in this Statement Of Work (SOW).

### **1.132 Definitions**

**1.132.1** Refer to XXXXX for definitions relevant to this section.

### **1.133 References**

### **1.134 Occupational Health and Safety Plan**

**1.134.1** The Contractor shall prepare, implement and administer a North Warning System (NWS) Occupational Health and Safety (OH&S) Plan to meet the requirements of the Canada Labour Code and its regulations. The OH&S Plan shall detail how the requirements of this SOW are met, including the Contractor's OH&S policy to maintain the health and safety of all persons working and/or living at NWS sites, how legislative compliance is maintained, and training requirements for staff applicable to their work location and assigned duties. {CDRL, DID}

### **1.135 Occupational Health and Safety Committees**

**1.135.1** Establish and maintain Occupational Health and Safety Committees as per the Canada Labour Code, Part II.

### **1.136 Annual Occupational Health and Safety Reporting**

**1.136.1** The Contractor shall submit an annual Workplace Committee Report as required by the Canada Labour Code, Policy Committees, Workplace Committees and Health and Safety Representatives Regulations.

#### **1.136.2**

**1.136.3** The Contractor shall submit an annual Employer's Annual Hazardous Occurrence Report as required by the Canada Labour Code, Canada Occupational Health and Safety Regulations.

### **1.137 Workplace Hazardous Materials Information System**

**1.137.1** The Contractor shall prepare, implement and administer a Workplace Hazardous Materials Information System (WHMIS) to ensure that WHMIS controlled substances are properly labelled, that Material Safety Data Sheets (MSDS) are readily available to personnel exposed to WHMIS controlled substances and that personnel receive WHMIS training.

**1.137.2** The Contractor shall establish and maintain an electronic MSDS database accessible by the Contractor's employees at all work locations. The Contractor shall update the database to include new MSDSs when WHMIS controlled products are added to the NWS and delete MSDSs for WHMIS controlled products which have been removed.

### **1.138 Job Hazard Analysis**

**1.138.1** The Contractor shall complete Job Hazard Analysis (JHA) for known recurring work such as preventive maintenance routines and for other work which can reasonably be expected to be performed on the NWS. The JHA shall be documented and the results incorporated into the Contractor's safety program.

### **1.139 Lock Out/Tag Out**

**1.139.1** The Contractor shall have documented lock out/tag out procedures for staff performing preventive and corrective maintenance on energized equipment. The procedure shall include verifying the accuracy of panel schedules prior to commencing work. The Contractor shall establish and maintain lock out/tag out kits in sufficient quantity to ensure work is not delayed. Any lock out/tag out kits available on NWS sites at contract start are available to the Contractor, however Canada shall not replenish, repair or replace any such lock out/tag out kits or any such kits procured by the Contractor.

### **1.140 Emergency Shelters**

**1.140.1** The Contractor shall maintain emergency shelters at Long Range Radar (LRR) sites in a fully functioning condition at all times. All LRR site emergency shelters shall contain emergency rations to allow for 3 meals per day and water for 8 persons for a minimum of 14 days. All SRR sites shall contain sufficient supplies to allow for 3 meals per day and water for 6 persons for 14 days.

### **1.141 Emergency Rescue**

**1.141.1** Contractor shall ensure sufficient staff working at NWS sites have the requisite training to provide emergency rescue operations for occasions where personnel are injured. At a minimum, the Contractor shall have the capability to provide confined space and high angle rescue.

## **1.142 Training**

1.13.1 The Contractor shall provide safety training to maintain a workforce capable of operating and maintaining the NWS safely and effectively. The Contractor shall identify safety training requirements for all staff by position, develop Course Training Standards (CTSs) for those training courses and incorporate this training into the NWS Training Plan detailed in the Program Management section of this SOW.

## **1.143 Occupational Health and Safety Incidents**

**1.143.1** The Contractor shall manage OH&S workplace incidents, defined as an injury to a person which may require the application of first aid or medical treatment, but does not pose a threat to life or limb.

**1.143.2** The Contractor shall submit initial and follow up OH&S incident reports to the NWSO TA. The initial report shall be submitted within 24 hours of the incident occurring, with follow-up reports submitted as required until the incident has been fully investigated and the root cause of the incident has been identified. The final report shall identify any required corrective action to prevent a recurrence of the incident. {CDRL, DID}

## **1.144 Medical Emergencies**

**1.144.1** The Contractor shall manage workplace medical emergencies, defined as a personal injury or illness which is a direct threat to life and/or limb;

**1.144.2** The Contractor shall submit initial and follow up medical emergency incident reports to the NWSO TA. The initial report shall be submitted within 24 hours of the incident occurring, with follow-up reports submitted as required until the incident has been fully investigated and the root cause of the incident has been identified. The final report shall identify any required corrective action to prevent a recurrence of the incident. {CDRL, DID}

## **1.145 NWS Annual Site Safety Audits**

**1.145.1** The OH&S Manager or qualified designate shall perform annual safety audits at each Logistics Support Site (LSS), each LRR site, a minimum of one SRR site per zone, the North Warning System Control Centre (NWSCC), the North Warning System Site Support Centre (NWSSC) and the Short Range Development (SRD) site. The inspections shall ensure compliance, adequacy, quality and diligence of field level inspections being completed by staff and review the OH&S Plan to confirm its applicability and currency. Any findings not corrected at the time of the inspection shall be tracked in the NWS Work Management System until corrective action has been completed. {CDRL, DID}

## **1.146 Personal Protective Equipment**

**1.146.1** The Contractor shall be responsible for the provision of all Personal Protective Equipment (PPE) for its staff required to perform the work in this SOW. Any PPE on NWS locations at contract start shall be available to the Contractor, however Canada shall not replenish, repair or replace any such PPE or any PPE procured by the Contractor.

## **1.147 Ensure Health and Safety in Real Property Assets (From ADM(IE) SOW**

### **1.148 General**

**1.148.1** The Contractor shall assume control and exercise responsibility for workplace OHS matters in relation to work being carried out in NWS real property assets, except as specifically excluded in writing by the RP-TA, whether carried out by:

**1.148.1.1** The Contractor and its subcontractors; or

**1.148.1.2** DND, and other contractors and subcontractors under contract to DND.

**1.148.2** The Contractor shall support DND in meeting its responsibilities as employers under the CLC, Part II, and the TB's Fire Protection Standard and Standard for Fire Safety Planning and Fire Emergency Organization – Chapter 3-1.

**1.148.3** The Contractor shall comply with the requirements of authorities having jurisdiction, and, except as specifically excluded in writing by the RP-TA:

**1.148.3.1** Act as Constructor for construction project work; and

**1.148.3.2** Act as OHS Control Authority, as Canada's agent, in providing the services set out in this Part of the SOW, and for work carried out by third parties.

**1.148.4** Comply with CSA Z462: workplace Electrical Safety and the province's Electrical Safety Code when conducting electrical work.

**1.148.5** The Contractor shall ensure that labeling (circuit identification, main switches etc.) is maintained in place. Keep and maintain drawings of circuits, notices, data etc., in known and accessible locations. The Contractor shall ensure that single line schematic drawings are updated and revised to show the current status of circuits and equipment. Keep and maintain drawings of circuits, system schematic layouts, notices, data etc. in accessible locations. Update single line schematic drawings to ensure they indicate the current status of circuits and equipment.

**1.148.6** Undertake lifting systems work safely in accordance with the most recent version of ASME A17.1 / CSA B44-16.

**1.148.7** Apply a Real Property Occupational Health and Safety Program

- 1.148.8** The Contractor shall protect the health and safety of persons granted access to the workplace, including federal government employees, labour resources under the Contractor's authority, employees of other contractors and subcontractors under contract to DND, and the public.
- 1.148.9** The Contractor shall apply a Real Property OHS Program, in accordance with the accepted RP-SDR Specification, and comply with applicable legislation and DND requirements and obligations.
- 1.148.10** The Contractor shall prepare and follow an OHS plan for each building, in collaboration with Occupant OHS committees, in accordance with the requirements of the OHS Program, including an OHS Code of Practice for safe operating procedures and other requirements.
- 1.148.11** The Contractor shall develop specific OHS requirements and safe work procedures and practices, including a job hazard and risk analysis for critical tasks, to eliminate or mitigate foreseeable hazards associated with work to be performed.
- 1.148.12** The Contractor shall implement OHS hazard communication procedures for labour resources under the Contractor's authority.
- 1.148.13** The Contractor shall ensure that persons granted access to the workplace comply with building- and project-specific OHS plans.
- 1.148.14** The Contractor shall maintain overall control of activities regarding OHS management, coordinate and control work in buildings and at multi-building sites, and establish appropriate safeguards to protect health and safety, and:
- 1.148.14.1** Manage other contractors' access to the building, in conjunction with building security measures;
  - 1.148.14.2** Assign project work sites to other contractors, and coordinate and schedule use of loading docks and work site access routes;
  - 1.148.14.3** Identify and communicate issues related to scheduling of work;
  - 1.148.14.4** Provide an orientation to other contractors granted access to the site, and provide them with appropriate information, including:
    - 1.148.14.4.1** The building OHS plan,
    - 1.148.14.4.2** A description of OHS responsibilities and procedures,
    - 1.148.14.4.3** A code of practice for safe work procedures and emergency preparedness procedures, and
    - 1.148.14.4.4** Hazard assessments and job hazard analyses for critical tasks;
  - 1.148.14.5** Attend and provide input to health and safety committee meetings and project meetings of other contractors and DND, as requested;
  - 1.148.14.6** Act as the point of contact with authorities having jurisdiction and submit documentation required by them, such as notices of projects and related information;

- 1.148.14.7 Maintain copies of communications, reports and orders received as a result of visits by authorities having jurisdiction;
- 1.148.14.8 Control access to mechanical and electrical rooms and other building operations locations, and oversee work in these locations;
- 1.148.14.9 Organize and lead meetings with stakeholders as required for health and safety and construction coordination;
- 1.148.14.10 Coordinate construction activity;
- 1.148.14.11 Coordinate with occupants on building issues and issues related to ongoing and planned work;
- 1.148.14.12 Participate in identifying OHS requirements for Occupant and facilities management units performing electrical work;
- 1.148.14.13 Monitor the compliance of other contractors with OHS legislation, building- and project-specific OHS plans and other OHS Standard Operating Procedures (SOPs), and instruct contractors as required to resolve OHS issues;
- 1.148.14.14 Obtain regular feedback from health and safety personnel and workers to identify issues; and
- 1.148.14.15 Resolve issues related to construction coordination and other aspects of OHS involving other contractors.

1.148.15 The Contractor shall ensure that appropriate parties obtain necessary approvals and permits from authorities having jurisdiction, including building permits and confined space entry permits prior to performing work, such as asbestos abatement work, raised platform work, trenching and excavation work, hot work and live-steam work.

1.148.16 The Contractor shall ensure that labour resources under the Contractor's authority are fully aware of, and adhere to, the requirements of applicable OHS legislation when performing work.

### **1.149 Maintain Records and Report on Health and Safety**

1.149.1 If requested, provide support to the designated DND OHS authority when they are completing accident reports and hazardous occurrence investigation reports.

1.149.2 Maintain OHS records, and provide OHS information and reports related to the work, in accordance with the requirements of the CLC, Part II, the Occupational Health and Safety Directive, DND policies and the requirements of authorities having jurisdiction.

1.149.3 The Contractor shall provide information on building- and project-specific OHS plans, hazard identification, safety training, life safety systems and equipment inspection, maintenance, testing and nonconformities, on request.

### **1.150 Manage Ongoing Change to the Service Delivery Regime**

**1.150.1** The Contractor shall manage change to the RP-SDR to incorporate improvement opportunities, as requested, and to respond to:

**1.150.1.1** required changes in the Contractor's processes and procedures associated with the provision of each of the services set out in this section of the SOW and the Contractor's management regimes, programs, processes and capabilities required to support the delivery of those services; and

**1.150.1.2** Issues, risks and problems.

**1.150.2** The Contractor shall propose changes to the RP-SDR for acceptance, including:

**1.150.2.1** Defining the proposed adjustments to the RP-SDR Specification, including associated organizational and resource changes;

**1.150.2.2** Presenting proposed changes to the RP-TA, with the associated rationale and options, in a manner similar to a business case of a standard commensurate with the impact of the change; and

**1.150.2.3** Presenting the proposed changes to other stakeholders, as required.

## **1.151 NWS PM Position Requirements**

Position	Qualifications
NWSCC Radar Crew Technician	Radar personnel must have graduated from a postsecondary program in an electronics field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Radar personnel must have a minimum of 5 years of experience working with electronics systems
NWSCC Communications Crew Technician	Communications personnel must have graduated from a postsecondary program in an electronics field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Communications personnel must have a minimum of 5 years of experience working with electronics systems
NWSCC Facilities Crew Technician	Facilities personnel must have graduated from a postsecondary program in an electromechanical field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Facilities personnel must have a minimum of 5 years of experience working with electromechanical systems.
Electronics Maintenance Technician (EMT)	<p>All of the Contractor’s journeymen technicians working on the NWS must have the prerequisite qualifications, experience, training and required Provincial or Territorial certification to perform the tasks to which they are assigned. Apprentices can be considered as an option if sufficient journeymen are available for supervision</p> <p>Minimum skill levels EMTs are:</p> <ol style="list-style-type: none"> <li>a. successful completion of a two-year electronic technician program from a recognized and accredited institution or Canadian military equivalent;</li> <li>b. experience on Automated Test Equipment (ATE);</li> <li>c. five years related job experience in maintaining electronic systems;</li> <li>d. experience in the use of general electronic test and repair equipment; and</li> <li>e. Successful completion of NWS equipment specialty training.</li> </ol> <p>Contractor personnel performing Preventive Maintenance (PM) and Corrective Maintenance (CM) on encryption equipment must have successfully completed mandatory training provided by DND</p>
Life Cycle Material Manager (LCMM) / Life Cycle Facilities Manager (LCFM)	LCMMs must have a diploma from a recognized institution or military equivalency in a related discipline, and have a minimum of 5 years of related experience for the systems they are responsible for.
Vehicle Mechanic	Vehicle mechanics shall be a qualified Motor Vehicle Mechanic 310S and/or 310T including diesel endorsement. Note: 310S Automotive service Technician up to 9,000Kg. A Provincial or

	<p>Territorial Certificate of Qualification is required. Military QL 5, journeymen qualifications with appropriate qualification with 5 years proven hands-on field experience within the last 10 years in vehicle maintenance could also be considered.</p>
<p>Heavy Equipment Mechanics</p>	<p>Heavy Equipment Mechanics shall be 420A qualified or equivalent and shall possess the diesel endorsement. 420A is restricted to Off-Road equipment/earth moving equipment i.e. graders, loaders and backhoes. Heavy Equipment Mechanics shall also be qualified to maintain the specialty vehicles in Table 12-1. A Provincial or Territorial Certificate of Qualification is required. Military QL 5, journeymen qualifications with appropriate qualification with 5 years proven hands-on field experience within the last 10 years in heavy equipment could also be considered</p>
<p>Vehicle Operators</p>	<p>Drivers and Operators of Personal Occupancy Vehicles and Heavy Equipment shall be fully trained and licensed to operate the type of vehicle and or equipment assigned in accordance with current Provincial/Territorial Regulations the vehicle and or equipment will be operated in.</p> <p>Operators of air brake equipped GFE MSE shall possess air brake certification.</p> <p>Operators of GFE MSE shall complete a Safe Backing Course and if so employed shall be experienced or trained on driving vehicles with attached trailer</p> <p>Operators of GFE MSE being operated on airport ramps or runways shall be authorized to do so by the appropriate Airport Authority.</p>
<p>POL Technician</p>	<p>Staff involved in the POL Services must have completed Fuel Handling Courses or worked within the petroleum industry for 5 years and have Fall Arrest, Hazardous Material Training and Confined Space Training</p>

## **1.152 Section 1- Sub Sec 3 - NWS Maintenance and Sustainment**

### **1.153 LIFE CYCLE MATERIEL MANAGEMENT AND LIFE CYCLE FACILITIES MANAGEMENT**

#### **1.154 Introduction to LCMM and LCFM**

**1.155** The Contractor shall employ comprehensive Life Cycle Materiel Management (LCMM) and Life Cycle Facilities Management (LCFM) programs with the goal of maximizing the life cycle of existing North Warning System (NWS) systems, installed equipment and, facilities while meeting or exceeding mission requirements. Modification or replacement of existing systems, installed equipment or facilities is to only to be undertaken for the following reasons:

- 1.155.1.1** Obsolescence, specifically that equipment or a system or spare parts of a system are discontinued and no substitute can be found;
- 1.155.1.2** Life extension of equipment and/or systems through modification, mid-life refit or critical spares procurement;
- 1.155.1.3** Legislative compliance, particularly for occupational health and safety and environmental protection and mandated improvements related to Canada's Federal Sustainable Development Strategy (FSDS); and
- 1.155.1.4** Changing mission requirements which in turn result in an increase or decrease in the performance of a given system.

#### **1.156 LCMM services shall be provided for the following:**

- 1.156.1** Satellite Ground Terminal (SGT) radomes;
- 1.156.2** Ground/Air/Ground (G/A/G) radio Ultra-High Frequency (UHF)/Very High Frequency (VHF) and ancillary equipment;
- 1.156.3** Public Branch Exchange (PBX) systems, including the Public Announcement (PA) system;
- 1.156.4** Long Haul Communications Network (LHCN);
- 1.156.5** Security And Video Monitoring Network (SAVMN); and
- 1.156.6** Mobile Support Equipment (MSE).
- 1.156.7** All Information Technologies (IT) related systems
- 1.156.8** CMS/RICC/PLC/RTU/SCADA

#### **1.157 LCFM services shall be provided for the following:**

- 1.157.1** Radar towers;
- 1.157.2** Buildings and structures;

- 1.157.3 Heating, Ventilating and Air Conditioning (HVAC) systems;
- 1.157.4 Power Generating System (PGS);
- 1.157.5 Electrical systems;
- 1.157.6 Bulk fuel storage and handling systems;
- 1.157.7 Potable water systems;
- 1.157.8 Waste water systems;
- 1.157.9 Fire systems; and
- 1.157.10 Grounding and lightning protection systems.

**1.158 The Contractor shall employ Subject Matter Experts (SMEs) to work with United States (US) and Canadian LCMMs for the following systems:**

- 1.158.1 AN/FPS-117 and AN/FPS-124 radars and radomes for both (in conjunction with US LCMM);
- 1.158.2 Automated Weather Observation System (AWOS) in conjunction with Canadian LCMM; and
- 1.158.3 Test equipment/ATE

**1.159 The Contractor shall employ Life Cycle Managers (LCMs)**

who shall have overall authority for managing all phases of materiel and facility life cycles including conception, acquisition, in service, disposal and shall also have responsibility for managing NWS configured items as defined in Statement Of Work (SOW) section 4.2.

**1.160 Definitions**

**1.161 References**

- 1.161.1 LCMM and LCFM Plan;
- 1.161.2 Preventive Maintenance Plan;
- 1.161.3 Preventive Maintenance Exception Report
- 1.161.4 Trend Analysis Report;
- 1.161.5 UCR template;
- 1.161.6 Power Generation Report; and

**1.162 NWS LCMM & LCFM Plan**

The Contractor shall prepare, implement and administer an NWS LCMM and LCFM plan. The plan shall include the Contractor's approach to the following as further defined in this section:

- 1.162.1** Ensure qualifications and training requirements for maintenance technicians, compile with requirements provided in the SOW;
- 1.162.2** Establishing and administering a Preventive Maintenance Program (PMP) including maintenance routines for NWS installed equipment and systems, and for buildings and other real property assets, ensuring all program requirements meet standards provided in the SOW;
- 1.162.3** Manage sparing for NWS installed equipment and systems, and for buildings and other real property assets to ensure mission requirements as defined in this SOW are met or exceeded;
- 1.162.4** Ensuring regulatory compliance of NWS installed equipment and systems, and for buildings and other real property assets;
- 1.162.5** Ensure the currency of all technical documentation, including drawings;
- 1.162.6** Maintain configuration control of NWS installed equipment and systems and record drawings of buildings and other real property assets;
- 1.162.7** Conduct root cause failure analysis failed equipment and systems;
- 1.162.8** The identification of quality deficiencies in the performance of a particular system or component of a system;
- 1.162.9** Perform trend analysis;
- 1.162.10** Initiate Unsatisfactory Condition Reports (UCRS);
- 1.162.11** Prepare Business Case Options Analysis (BCOA) for approved UCRS; and
- 1.162.12** Prepare decommissioning and disposal plans for obsolete equipment and systems and deconstruction of buildings and other real property assets.

The LCMM and LCFM plan shall be in a format proposed by the Contractor and as accepted by the NWSO TA. The plan shall be reviewed at a minimum annually or more frequently if warranted. The NWSO TA reserves the right to have the Contractor amend the format and contents of the plan at any time.

### **1.163 Qualifications and Training of Maintenance Personnel**

The Contractor's LCMs shall ensure minimum qualifications and training requirements for maintenance personnel performing preventive and corrective maintenance on NWS installed equipment, systems, buildings and other real property assets. LCMs shall review Course Training Standards (CTSs) for training courses for their respective equipment and systems to ensure they provide relevant and meaningful training to maintenance personnel. LCMs shall perform an initial audit of all training courses to ensure they meet the minimum standard to ensure maintenance personnel are able to effectively maintain NWS equipment, systems, buildings and other real property assets and shall audit each course any time it is amended or changed.

## **1.164 Maintain and Administer Preventive Maintenance Program**

- 1.164.1** The contractor should establish routines as directed in the Technical Orders or OEM manuals for manned locations.
- 1.164.2** The Contractor's LCMs shall prepare and administer a Preventive Maintenance Program (PMP) for all NWS installed equipment and systems, buildings and other real property assets. Maintain the PMP so that it is consistent with the mentioned reference which provides a draft format and content. Ensure the PMP includes maintenance routines for all installed equipment, systems, buildings and other real property asset components. Develop, update and administer the PMP for all newly installed equipment and systems. Manage the PMP to ensure mission requirements as defined in this SOW are met or exceeded. Develop and amend maintenance routines considering:
- 1.164.3** The maintenance concept defined in this SOW;
- 1.164.4** Original Equipment Manufacturers' (OEM) requirements; and
- 1.164.5** LCMM and LCFM trend analysis data further detailed in this section.
- 1.164.6** The Contractor shall maintain a controlled hard copy of the PMP complete with all maintenance routines at each NWS radar site, including the SRD, one at the NWSSC, one at the NWSCC, one at the Contractor's CMO, and provide one to the NWSO TA. The NWSO TA reserves the right to have the Contractor amend the format and contents of the program at any time.
- 1.164.7** The Contractor shall prepare and submit a quarterly PM Exception Report listing the PM tasks which were not completed including a detailed narrative as to why each was not completed. The PM Exception Report shall be in a format proposed by the Contractor and accepted by the NWSO TA and shall be delivered on the 15th day following the end of the quarter, or the first business day thereafter. Reference XX is provided as a guidance document. The NWSO TA reserves the right to have the Contractor amend the format and contents of the report at any time.
- 1.164.8** The Contractor's LCMS shall monitor the on-going in-service performance of NWS equipment, systems, buildings and other real property assets through the review and analysis all Preventive Maintenance (PM) and Corrective Maintenance (CM) work orders and Equipment Status Reports (ESRs) for the equipment and systems in their area of responsibility. The review shall ensure each PM and CM work order and ESR is complete, accurate and is progressing towards closure in a timely manner, and the LCM shall be proactive in ensuring these requirements are met.

## **1.165 Manage Sparing**

The Contractor shall establish maximum and minimum sparing levels for NWS installed equipment and systems to ensure mission requirements established in this SOW are met. Sparing levels shall be established based on LCM analysis of failure data primarily from ESRs and WOs to determine the mean time between corrective maintenance actions. Sparing levels for repairable items shall be selected to ensure corrective maintenance action is not delayed due to

the repairable cycle. Sparing levels shall also take into consideration system redundancy and available storage.

The Contractor shall work with OEMs and/or their distributors to identify replacement spares for discontinued or obsolete components to ensure sparing levels are maintained.

### **1.166 Ensure Regulatory Compliance**

The Contractor's LCMs shall ensure regulatory compliance of NWS installed equipment and systems is maintained by auditing existing equipment and systems, buildings and other real property assets against current legislation, and by reviewing and assessing any impact that anticipated changes to legislation will have. The Contractor shall take proactive measures, particularly in cases of changes to legislation, to develop strategies to ensure continued legislative compliance.

### **1.167 Maintain Currency of Technical Documentation**

The Contractor shall maintain the currency of technical documentation including drawings held in the NWS library for all NWS installed equipment and systems, buildings and other real property assets. Updates from OEMs such as service bulletins shall be incorporated into technical documentation. Changes in documentation identified through periodic inspection further detailed in this SOW shall similarly be incorporated. The Contractor shall initiate and manage Engineering Change Requests (ECRs) for modifications to ensure all documentation related to that modification is included in the NWS library and promulgated throughout the NWS as required.

### **1.168 Maintain Configuration of NWS Equipment and Systems, Buildings and Other Real Property Assets**

The Contractor shall maintain configuration control of NWS installed equipment and systems, buildings and other real property assets as further defined in this section.

### **1.169 Conduct Root Cause Failure Analysis**

**1.169.1** The Contractor shall review all incident reports as defined in this SOW and shall conduct Root Cause Failure Analysis (RCFA) for those incidents where:

**1.169.1.1** Regardless of the type of incident, its root cause is not readily obvious;

**1.169.1.2** There is a serious occupational health and safety impact, specifically where a serious injury occurs;

**1.169.1.3** There is a serious environmental incident, specifically a fuel spill;

**1.169.1.4** There is loss of government property;

- 1.169.1.5 The incident results in a serious degradation of the NWS mission; and
- 1.169.1.6 Any other as directed by the NWSO.

**1.169.2** Each root cause failure analysis shall be prepared as a separate document and shall bear the signature, at a minimum, of the Program Manager, Quality Manager and the LCM responsible for the system which experienced the failure.

## **1.170 Trend Analysis**

**1.170.1** The Contractor shall perform on-going trend analysis for the equipment and systems listed in paragraph 1.174 Trend analysis shall be based on the information gathered, analysed and consolidated as per the requirements of paragraphs 1.174 through 1.176 inclusive as well as any other information the Contractor requires to:

- 1.170.1.1 Amend maintenance routines to maximize service life of NWS installed equipment and systems, buildings and other real property assets;
- 1.170.1.2 Identify issue of obsolescence;
- 1.170.1.3 Identify issues of reliability;
- 1.170.1.4 Highlight instances where in-service performance does not meet expectations and to establish corrective action;
- 1.170.1.5 Identify equipment and systems which are at or nearing the end their service life and when a service life extension is warranted or recommended;
- 1.170.1.6 Additional or supplemental training requirements for personnel; and
- 1.170.1.7 Establish appropriate sparing levels.

**1.170.2** The Contractor shall prepare comprehensive quarterly AN/FPS 124 Obsolescence Reports. The reports are to detail obsolescence issues with AN/FPS components, subassemblies and/or assemblies to include, at a minimum:

- 1.170.2.1 NATO Stock Number (NSN) or OEM part number;
- 1.170.2.2 Serial number (where applicable);
- 1.170.2.3 Parent (next higher) assembly;
- 1.170.2.4 Present status i.e. Return to service, spare, beyond economical repair (BER), under repair, awaiting parts, forwarded to an outside repair agency (ORA), etc.;
- 1.170.2.5 Modification status i.e. Modifications up-to-date and modification label affixed;
- 1.170.2.6 Present location of part (i.e. Depot stock, LSS stock, on repair line, at ORA, installed at (site)); and
- 1.170.2.7 A description of the sustainment issue, specifically;
- 1.170.2.8 Failure history;
- 1.170.2.9 Description: common Line-Replaceable Unit (LRU)/Shop Repairable Unit (SRU) nomenclature;

- 1.170.2.10** Quantity: number of units installed per Short Range Radar (SRR) site;
- 1.170.2.11** Operational units: number of units installed across the NWS;
- 1.170.2.12** Spares: number of spares on hand;
- 1.170.2.13** Sparing level: calculation of the number of spares compared to the number of installed units;
- 1.170.2.14** Percentage: percentage of fielded units that have failed;
- 1.170.2.15** Annual average: the annual failure rate average;
- 1.170.2.16** Mean Time Between Failure (MTBF): reported in units of 1E6, or 1,000,000 hours; and
- 1.170.2.17** Spares/annual average: A calculation of the length of time that the NWS system can remain operational before failures would begin to cause mission capability problems assuming no repair source. This calculation shall be an attempt to profile the worst case life expectancy taking into consideration the sparing level and failure rate to determine a hypothetical time to depletion assuming that the failure rates remain constant.

**1.170.3** The Contractor shall prepare an annual trend analysis report covering each system identified in section 1.174 and real property systems and assets covered in 1.174. The report is to document efforts taken, underway or planned to ensure that equipment and systems meet or exceed service life expectations at minimal cost. The report shall address, at a minimum:

- 1.170.3.1** The status of training, specifically any amendments to training requirements;
- 1.170.3.2** The status of pm routines, specifically any amendments made during the reporting period or proposed for a future PMP update. The report shall also include a summary of which pm tasks were reported as exceptions with a narrative of any trends in why these tasks were not completed;
- 1.170.3.3** An analysis of work order and ESR data to provide the following failure statistics:
  - 1.170.3.4** Mean Time Between Failure (MTBF), reported in hours and calculated using annual required operating hours divided by number of system critical failures;
  - 1.170.3.5** Mean Time Between Corrective Maintenance Actions (MTBCMA) identifies the observed period between corrective maintenance actions. The calculation employs the total number of system work orders completed over the annual maintenance period;
  - 1.170.3.6** Inherent Availability (IA) demonstrates the efficiency of system repairs. The inherent availability calculation uses the time required to perform the failure maintenance to the period between failures, and
  - 1.170.3.7** Mean Time To Repair (MTTR) as an indicator of technical efficiency. MTTR is calculated from the total repair work minutes logged in MAXIMO work orders divided by the number of system failures per site. The MTTR only reflects on-site work time;

- 1.170.3.8 The status of sparing, specifically any changes to established sparing levels or proposed changes, concerns over availability of spares and the reliability of repair vendors;
- 1.170.3.9 A commentary on legislative compliance and any action taken in the reporting period or proposed action to maintain compliance;
- 1.170.3.10 A summary of any quality deficiencies identified in the reporting period; and
- 1.170.3.11 Amendments to documentation or planned amendments, based on field inspections which produce red-line drawings, ECRS for new installations which required updates to site record drawings, maintenance routines or operation and maintenance manuals or service bulletins from OEMS which require updates to NWS technical documentation.

1.170.4 The report is to include an executive summary, outlining any major concerns in trending, and corrective actions underway or planned to address negative trending and any relevant costing data.

1.170.5 The annual trend analysis report shall be a format proposed by the Contractor and as accepted by the NWSO TA. Reference XX is provided for guidance. The annual report shall be submitted by 15 November each year, or the first business day thereafter. The NWSO TA reserves the right to have the Contractor amend the format and contents of the report at any time.

### **1.171 Power Generation Report**

1.171.1 The Contractor shall prepare and submit a Power Generation Report which shall contain, at a minimum by Zone and by site for each diesel electric generator (DEG):

1.171.2 Status: available (Green), emergency use (AMBER), unavailable (RED) and reason for amber and red status;

1.171.3 Current hours; and

1.171.4 Overhauls completed in the last quarter, in progress or planned for the next quarter.

1.171.5 The Power Generation Report shall be in a format proposed by the Contractor and as accepted by the NWSO TA. Reference XX is provided as a guidance document. The NWSO TA reserves the right to have the Contractor amend the format and contents of the report at any time.

### **1.172 Prepare Unsatisfactory Condition Reports**

1.172.1 The Contractor shall prepare Unsatisfactory Condition Reports (UCRs) to address issues of:

- 1.172.1.1 Obsolescence, specifically for equipment, systems, or spare parts of systems that are discontinued and no substitute can be found;
- 1.172.1.2 Life extension of equipment and/or systems through modification, mid-life refit or critical spares procurement;
- 1.172.1.3 Legislative compliance, particularly for occupational health and safety and environmental protection;
- 1.172.1.4 Changing mission requirements which in turn result in an increase or decrease in the performance of a given system; and
- 1.172.1.5 Any other deficiency identified by the LCM which negatively impacts or has the potential to negatively impact the performance of the NWS.

1.172.2 Each UCR shall include all substantiating documentation, including:

- 1.172.2.1 A clear and concise description of the unsatisfactory condition;
- 1.172.2.2 The impact if the unsatisfactory condition remains unresolved;
- 1.172.2.3 Work order data to substantiate failure rates;
- 1.172.2.4 Correspondence from OEMS, OEM distributors and/or repair vendors that a given piece of equipment has been discontinued or that spare parts are in short supply or are unavailable;
- 1.172.2.5 Reference to new or draft legislation which demonstrates a real or potential non-compliance;
- 1.172.2.6 Correspondence from the authority having jurisdiction substantiating a change to mission requirements; and
- 1.172.2.7 Any other documentation required to support the UCR.

1.172.3 UCRs shall be in a format as proposed by the Contractor and as accepted by the NWSO TA. Reference XX is provided as guidance. The NWSO TA reserves the right to have the Contractor amend the format and contents of UCRs at any time.

### **1.173 Prepare Business Case Options Analysis**

1.173.1 The Contractor shall prepare Business Case Options Analyses (BCOAs) for approved UCRs. Each BCOA shall include:

- 1.173.1.1 Justification for the BCOA, specifically reference to the approved UCR;
- 1.173.1.2 Assumptions/constraints;
- 1.173.1.3 Options to address the unsatisfactory condition, including:
  - 1.173.1.3.1 Advantages/disadvantages specifically addressing the feasibility of the option,
  - 1.173.1.3.2 Risk assessment, and

1.173.1.3.3 Rough order magnitude cost;

1.173.1.4 The recommended option, and rationale for its recommendation specifically in comparison to the other options;

1.173.1.5 Any impacts to the NWS mission during implementation; and

1.173.1.6 A proposed schedule from design through to implementation.

1.173.2 BCOAs shall be in a format as proposed by the Contractor and as accepted by the NWSO TA. Reference XX is provided as guidance. The NWSO TA reserves the right to have the Contractor amend the format and contents of BCOAs at any time.

### **1.174 Prepare Decommissioning, Deconstruction and Disposal Plans**

1.174.1 The Contractor shall prepare plans for the decommissioning, deconstruction and disposal of NWS equipment and systems, buildings and other real property assets that have reached the end of their service life, that are deemed obsolete or are otherwise surplus to requirements. Decommissioning, Deconstruction and Disposal Plans shall be prepared in accordance with the requirements for disposal in section XX – RCAF Logistics of this plans are to include, at a minimum:

1.174.1.1 Dismantling instructions;

1.174.1.2 Care and handling of hazardous materials and/or components;

1.174.1.3 Disposition of the decommissioned equipment;

1.174.1.4 Identification, removal from stock, and disposal of obsolete spares;

1.174.1.5 Identification, removal from NWS libraries and disposal of obsolete documentation. For equipment/systems to be decommissioning as part of IQ, the decommissioning plan is to be included in the final design package; and

1.174.1.6 Removal/deletion of obsolete training courses/course training standards and preventive maintenance routines.

1.174.2 Decommissioning, deconstruction and disposal plans may be unique depending on the equipment/system/asset. The format shall be as proposed by the Contractor and accepted by the NWSO TA. For equipment/systems/assets to be decommissioned, deconstructed and disposed of as part of a project, the plan shall be prepared and included in the final design package as defined in this SOW.

## **1.175 CONFIGURATION MANAGEMENT**

### **1.176 Introduction to Configuration Management**

**1.176.1** The Contractor shall accept at contract start the current configuration management baseline for North Warning System (NWS) Configured Items (CIs) and their associated Equipment Breakdown Structure (EBS) and shall maintain that baseline for the duration of the contract.

**1.176.2** The Contractor shall manage the configuration of the following NWS equipment and systems, including its software and firmware, and it's associated technical documentation as appropriate:

**1.176.2.1** Radar towers;

**1.176.2.2** Buildings and structures, including Satellite Ground Terminal (SGT) radomes;

**1.176.2.3** Heating, Ventilating And Air Conditioning (HVAC) systems;

**1.176.2.4** Power Generating System (PGS);

**1.176.2.5** Electrical systems;

**1.176.2.6** Bulk fuel storage and handling systems;

**1.176.2.7** Potable water systems;

**1.176.2.8** Waste water systems;

**1.176.2.9** Fire systems;

**1.176.2.10** Ground/Air/Ground (G/A/G) radio Ultra-High Frequency (UHF)/Very High Frequency (VHF) and ancillary equipment;

**1.176.2.11** Public Exchange (PEX) systems;

**1.176.2.12** Long Haul Communications Network (LHCN);

**1.176.2.13** Video Monitoring Network (VMN);

**1.176.2.14** Grounding and lightning protection systems;

**1.176.2.15** Public Address (PA) systems;

**1.176.2.16** Mobile Support Equipment (MSE).

**1.176.2.17** AN/FPS-117 and AN/FPS-124 radars and radomes for both (in conjunction with United States Air Force (USAF) Life Cycle Material Manager (LCMM));

**1.176.2.18** Automated Weather Observation System (AWOS) in conjunction with Canadian LCMM, including towers and tilt poles;

**1.176.2.19** Test equipment.

**1.176.2.20** PGS and SUPS

**1.176.2.21** Information Management Systems (IMS); and

**1.176.2.22** CMS/RICC/PLC/RTU/SCADA.

**1.176.3** The Contractor shall manage the NWS CI EBS in the Government provided Enhanced Automated Graphical Logistics Environment (EAGLE) database.

## **1.177 Definitions**

**1.177.1** Refer to TBD for definitions generic to this SOW.

## **1.178 References**

**1.178.1** Current NWS Configuration Management Plan;

**1.178.2** DND Standard, D-01-002-007/SG-006, Criteria for the Selection of Configuration Items

**1.178.3** Personnel Qualifications, Experience and Training

## **1.179 Produce and Maintain Technical Documentation**

**1.179.1** Master drawings to be maintained at a central location as defined in Section 2 of this SOW. Prepare documentation for new equipment and system installations. Update documentation for modified equipment and systems. Remove documentation from decommissioned equipment and systems. Ensure that drawings conform to accepted professional practice and to the standards prescribed in:

**1.179.1.1** CFTO-98-000-MIS/SF-003, Drawings Standards and Symbols; and

**1.179.1.2** CFTO C-98-001-003/MS-004, Site Record Drawings.

Create new drawings electronically using a Computer-Aided Design and Drafting (CADD) program. Maintain site record drawings provided by the Government to the Contractor at Contract start. Redline discrepancies between site record drawings and actual field conditions. Maintain two copies of site record drawings at each site. Ensure that both copies of site record drawings are redlined and one copy retained at a central location for revision of the applicable master drawing(s). Issue two copies of the revised drawings to the applicable site. After contract award date all contractor produced drawings and diagrams shall be online. Updated drawings are to be submitted to the NWSO TA for furtherance to DSCO 5, in accordance with standards, within 30 days after any approved change, in Tagged Image File Format.

## **1.180 Configuration Management Plan**

**1.180.1** The Contractor shall establish, implement and administer an NWS Configuration Management Plan to detail the processes and procedures employed to identify CIs baseline and how the life cycle of CIs are managed including their hardware, software, firmware, drawings and technical documentation. Reference **1.183.1** is provided as a guidance document. The plan shall address, at a minimum the following each of which is further detailed in this section:

- 1.180.1.1 Configuration status accounting;
- 1.180.1.2 Configuration item identification;
- 1.180.1.3 Configuration change management and approval;
- 1.180.1.4 Configuration audits;
- 1.180.1.5 Management control; and
- 1.180.1.6 Configuration documentation and forms management. Perform configuration management in accordance with the configuration management plan.

1.180.2 The Configuration Management Plan shall be in a format proposed by the Contractor and as accepted by the North Warning System Office Technical Authority (NWSO TA). The plan shall be reviewed and updated at a minimum annually by 01 April or the first business day thereafter.

1.180.3 Maintain, online, Configuration Management documentation database of documents produced by the Contractor in support of Configuration Management work or furnished to the Contractor by the Government in a commercially, currently available electronic format, as follows:

- 1.180.3.1 AFTO Form 22;
- 1.180.3.2 Form AF 1067;
- 1.180.3.3 Document Change Notices (DCNs);
- 1.180.3.4 Engineering Change Requests (ECRs);
- 1.180.3.5 USAF Deficiency Report;
- 1.180.3.6 Request For Waivers (RFWs);
- 1.180.3.7 Standard Change Forms (SCFs); and
- 1.180.3.8 Unsatisfactory Condition Reports (UCRs).

1.180.4 Documents noted above shall be made available within five days of approval by NWSO.

- 1.180.4.1 Technical Bulletins (TBs); and
- 1.180.4.2 Technical Orders (TOs);

TBs and TOs shall be made available within one week of either being issued to the Contractor by the Government or of being completed by the Contractor.

### **1.181 Configuration Status Accounting**

1.181.1 The Contractor shall maintain the existing Configuration Status Accounting (CSA) in the Government provided EAGLE application. The CI baseline shall be held in this application.

### **1.182 Configuration Item Identification**

- 1.182.1** The Contractor shall identify new CIs at the appropriate levels of product structure to facilitate the documentation, control and support of the identified CI.
- 1.182.2** The Contractor shall determine the types of configuration documentation required for each new CI to define its performance, physical and functional attributes, including internal and external interfaces (form, fit and function) which provides the basis to develop and procure software/parts/material, inspection, test items and maintenance of systems. All CI documentation shall be controlled.
- 1.182.3** The numbering convention for CIs as established for the CI baseline shall be applied to newly identified CIs.
- 1.182.4** The Contractor shall establish Equipment Breakdown Structures (EBSs) for new CIs. New EBSs shall be entered into the Government provided EAGLE application.
- 1.182.5**
- 1.182.6** New CIs and their respective EBSs shall only be entered into the Government Provided EAGLE application upon NWSO TA approval.

### **1.183 Configuration Change Management**

- 1.183.1** The Contractor shall maintain the integrity of CI baseline and its associated documentation by ensuring that only approved changes are incorporated.
- 1.183.2**
- 1.183.3** The Contractor shall have documented procedures to manage changes to the CI baseline to include:
  - 1.183.3.1** Change request initiation and approval through the preparation of Unsatisfactory Condition Reports (UCRs) and Engineering Change Requests (ECRs);
  - 1.183.3.2** Implementation for approved changes to include:
    - 1.183.3.2.1** Support for Time Compliant Technical Orders (TCTOs) for the modification of USAF equipment;
    - 1.183.3.2.2** Preparation of Technical Data Action Notices (TDANs) for changes required to Communications and Electronics (C&E) drawings that are controlled by the Director of Supply Chain Operations (DSCO) for registration;
    - 1.183.3.2.3** Preparation of Document Change Notices (DCNs) to notify changes of NWS Canadian facilities technical documentation and drawings due to errors or omissions that have been identified;
    - 1.183.3.2.4** Support for the AFTO for 22 process for changes to USAF documentation.
  - 1.183.3.3** preparation and submission of Request For Waiver (RFW) for approval by the NWSO TA to accept a CI which is found to depart from specified requirements, but is considered suitable for “use as is”, or after rework by an approved method;

**1.183.4** The Contractor shall establish, implement and maintain procedures to manage the configuration of all NWS software.

### **1.184 Configuration Audits**

**1.184.1** The Contractor shall perform an annual configuration audit to verify the integrity of the CI baseline and by extension validate configuration management procedures. The Contractor shall audit a minimum of 25% of CIs during the annual audit, with the complete CI baseline audited over a maximum of four years.

**1.184.2** The audit report shall be in a format proposed by the Contractor and as accepted by the NWSO TA. The audit report is to be submitted by 01 November, or the first business day thereafter.

### **1.185 Perform configuration status accounting.**

**1.185.1** The Contractor shall perform configuration status accounting using a Configuration Item (CI) database to record and report NWS configuration status. The Contractor shall make this database available online, and shall ensure that the database includes the following information:

**1.185.1.1** Technical data index;

**1.185.1.2** Support items specific to the associated CI (e.g. tools and test equipment); and

**1.185.1.3** Configuration Items, including: next higher assembly/module, part/software module number, serial number, revision number, version number, specification/specification control number, OEM/vendor/ repair sub-contractor, location and status (ECRs pending and completed).

### **1.186 Update CI Baseline.**

**1.186.1** The Contractor shall ensure the CI baseline is updated within 20 business days of any change.

## **1.187 SUSTAINMENT ENGINEERING**

### **1.188 Introduction to Sustainment Engineering**

**1.188.1** The Contractor shall have the capability to provide sustainment engineering services for the design of projects to replace or modify existing NWS equipment and systems to ensure the North Warning System (NWS) mission is maintained to its Estimated Life Expectancy (ELE) of 2035.

### **1.189 Definitions**

Refer to TBD for definitions generic to this SOW.

### **1.190 References**

### **1.191 NWS Sustainment Engineering Services Plan**

**1.191.1** The Contractor shall prepare, implement and administer an NWS Sustainment Engineering Services Plan which describes the Contractors approach to providing engineering solutions to sustain the NWS mission to its ELE. The plan shall detail the Contractor's process flow charts for the preparation of designs, labour use code (LUC) 77 Self-Help projects and LUC 78 Minor Modification/Time Compliant Technical Order (TCTO) projects. The plan shall also include the Contractor's process flow charts for the preparation of software, firmware and hardware designs.

### **1.192 Sustainment Engineering Design Services**

**1.192.1** The Contractor shall provide engineering design services for approved Business Case Option Analysis (BCOA) provided by the Life Cycle Manager (LCM). No design shall proceed without an approved BCOA. Designs based on approved BCOAs shall be tracked in the Government provided MAXIMO application as Labour Use Code (LUC) 76 Additional Work Requirement (AWR) project.

**1.192.2** The Contractor shall provide 8,000 productive drafting hours annually to:

**1.192.2.1** Prepare design drawings;

**1.192.2.2** Prepare AS-BUILT drawings from redlined drawings upon completion of a project, to include the design drawings and all site record drawings impacted by the project work; and

**1.192.2.3** Update site record drawings on an on-going basis to address discrepancies identified during implementation of the work detailed in this SOW, or to update site record drawing format and/or revision level.

**1.192.3** Each design shall be tracked in the Government provided MAXIMO application as a Labour Use Code (LUC) 76 project and each shall have a unique project number. The design process shall normally require the submission to the NWSO TA preliminary designs and final designs as further detailed in this section. The preliminary design stage may be waived upon the request of the Contractor and as approved by NWSO TA. Waiving of preliminary designs shall only be in cases where the final design solution is deemed straightforward and therefore at low risk, for rework or for instances where a design solution is urgently required.

**1.192.4** Each design at both the preliminary and final stages shall include a fire services compliance review and environmental impact assessment as further detailed in this SOW, and airfield impact review. Should the airfield impact review identify risks to the site's aerodrome, the Contractor shall ensure all required precautions to eliminate the risk of aircraft incidents are taken, up to and including ensuring Notice To Airmen (NOTAM) is issued through the authority having jurisdiction (AHJ). Each review shall include a certificate signed by the Contractor for acceptance by the NWSO TA. The Contractor may recommend that any of these three reviews at the preliminary stage is deemed adequate for the final design if sufficient information is available at the preliminary design stage to ensure no further review is required. In addition to preliminary and final design reviews, the NWSO TA reserves the right to conduct additional reviews for complex or high risk designs.

**1.192.5** Each preliminary design shall include, at a minimum:

**1.192.5.1** A draft scope of work, outlining the project requirements;

**1.192.5.2** Identification of any known risks associated with completing the project, and to normal NWS operations while the work is on-going, and mitigation strategies to eliminate or mitigate these risks;

**1.192.5.3** A preliminary drawing package, showing equipment/system layout;

**1.192.5.4** A preliminary engineering cost estimate for site support, labour, materials, subcontract and transportation;

**1.192.5.5** Preliminary environmental, fire, and airfield certificates signed by the Contractor;

**1.192.5.6** A draft monitoring and control plan, as applicable; and

**1.192.5.7** Any other documentation unique to the project required to give the NWSO TA sufficient information to accept the preliminary design.

**1.192.6** Each final design shall include, at a minimum:

- 1.192.6.1** A complete technical specification prepared in National Master Specification (NMS) format bearing the stamp of a professional engineer. The technical specification itself shall include:
- 1.192.6.1.1** A clear detailed description of the work;
  - 1.192.6.1.2** A clear description of the site, the local environment and work location and any limitations this will place on implementation of the work;
  - 1.192.6.1.3** A clear description of any site support available, including Mobile Support Equipment (MSE), Government Furnished Material (GFM), Government Furnished Equipment (GFE) and ration and quarters;
  - 1.192.6.1.4** The standards the work is to be performed to include in each section of the NMS specification relevant to the work.
- 1.192.6.2** A complete drawings package to describe the work. The drawing package shall include:
- 1.192.6.2.1** Construction drawings each bearing the stamp of a professional engineer;
  - 1.192.6.2.2** Any existing NWS site reference drawings to compliment the construction drawings in describing the work or work location;
  - 1.192.6.2.3** Any shop drawings or vendor drawings relevant to the work.
- 1.192.6.3** A detailed engineering cost estimate to represent the complete cost of the project, including: site support; labour; materials; equipment; subcontract, transportation, spare parts, special tools and training. The detailed engineering cost estimate shall be prepared in Microsoft EXCEL, and shall include a narrative as to how costs were derived. The level of detail shall be to the satisfaction of the NWSO TA;
- 1.192.6.4** Any Factory Acceptance Test (FAT) plan for equipment or systems to be procured as part of the project;
- 1.192.6.5** A commissioning plan for the completed work;
- 1.192.6.6** Final environmental, fire and airfield certificates signed by the Contractor;
- 1.192.6.7** A risk mitigation strategy to eliminate or mitigate risks to the NWS mission implementation of the work may have;
- 1.192.6.8** List of critical spares;
- 1.192.6.9** List of special tools;
- 1.192.6.10** Maintenance procedures for the new installation;
- 1.192.6.11** Training requirements, specifically any new Course Training Standard (CTS) and training course;
- 1.192.6.12** List of deliverables;
- 1.192.6.13** Decommissioning plan as required and as provided by the LCM;
- 1.192.6.14** Any other documentation unique to the project required to provide the NWSO TA sufficient information to accept the final design.

**1.192.7** The Contractor shall bear full responsibility for any and all errors, omissions and defects in designs stamped by the Contractor's engineers.

**1.193 Provide technical specifications.**

**1.193.1** Provide technical specifications which describe the work, and the standards to which it is to be completed. Specifications for facilities projects are to conform to the standards prescribed in the National Master Specification (NMS) Specifier's Instruction Manual. Specifications for electronics and software projects are to be in a format proposed by the Contractor and accepted by the NWSO TA.

**1.194 Provide implementation drawings.**

**1.194.1** Provide implementation drawing packages to completely describe the AWR work. All drawings are to be to the standards described in CDRL and DID, Drawing packages are also to be supplemented with the following, where appropriate:

**1.194.1.1** Existing NWS drawings as references to show the location of existing buildings, structures, works, location of services and land contours; and

**1.194.1.2** Shop drawings for equipment/systems to be supplied as part of the work.

**1.195 Provide AWR Management**

**1.195.1** Manage AWR projects. Management services are to include, as a minimum, and as appropriate for each AWR project:

**1.195.1.1** Provision of engineering designs;

**1.195.1.2** Preparation of tender documents;

**1.195.1.3** Tendering, bid analysis and award;

**1.195.1.4** Preparation of implementation proposals, complete with all costs to complete the project;

**1.195.1.5** Contracting services to third parties as appropriate who will implement the work in whole or in part;

**1.195.1.6** Securing licenses and/or permits for the work;

**1.195.1.7** Material procurement;

**1.195.1.8** Financial administration, including the preparation and submission of claims for payment, and 75% notification of commitment of AWR dollar amount;

**1.195.1.9** Review and approval of project deliverables, as specified in the final design;

**1.195.1.10** Preparation of AS-BUILT drawings;

**1.195.1.11** Preparation and submission of Final completion Certificate;

**1.195.1.12** Project close-out; and

**1.195.1.13** Preparation of the AWR status report. CDRL and DID.

## **1.196 Engineering Support to Third Parties**

**1.196.1** The Contractor shall provide engineering support to third parties implementing a design on behalf of Canada that bears the stamp of the Contractor's engineers. Engineering support in these cases shall include, at a minimum:

- 1.196.1.1** Answering question from bidders during tendering and/or during implementation of the work;
- 1.196.1.2** Review and approval of requested material substitutions;
- 1.196.1.3** Review and acceptance of change orders; and
- 1.196.1.4** Review and approval of shop drawings.

## **1.197 Specialized Engineering Services**

**1.197.1** For cases where the Contractor can demonstrate to the NWSO TA that a design requirement is outside the engineering capability included in this contract, the Contractor shall secure this capability is acquired as an Additional Work Requirement (AWR). AWR requirements for specialized engineering shall be subject to terms and conditions in the contract.

## **1.198 Project File Management**

**1.198.1** The Contractor shall accept at contract start **XX** historical hard copy project files and **YY** electronic project files. Historical hard copy files shall be made available to the NWSO TA within 3 business days of request. Historical electronic project files shall be available on-line to the NWSO TA in accordance with information management requirements detailed in this contract.

**1.198.2** The Contractor shall create new electronic project files for all LUC 76, LUC 77 and LUC 78 projects. Electronic project files shall be held in a searchable project file database to include:

- 1.198.2.1** UCR;
- 1.198.2.2** BCOA;
- 1.198.2.3** Preliminary design including all documentation detailed in this section;
- 1.198.2.4** Final design including all documentation detailed in this section; and
- 1.198.2.5** Status and date the project was entered at that status.

**1.198.3** The project file database shall hold all project files, including those in progress, completed and those that are rejected or cancelled in the event one or more of them becomes feasible should NWS mission requirements change.

## **1.199 Prepare LUC 77 Self-Help Projects**

**1.199.1** The Contractor may prepare LUC 77 projects for submission to the NWSO TA for approval. LUC 77 projects shall be initiated through a UCR and shall not proceed without NWSO TA approval of that UCR. LUC 77 projects shall not include any work which adds, modifies or removes any NWS configured equipment or system. The Contractor shall prepare all documentation required to describe and implement the work, including drawings and specifications stamped by an engineer if required. The Contractor shall submit an Engineering Change Request (ECR) for each LUC 77 project to ensure all affected documentation is updated.

### **1.200 Prepare LUC 78 Minor Modification Projects**

**1.200.1** The Contractor shall prepare LUC 78 projects. Any Time Compliant Technical Orders (TCTOs) shall be included as LUC 78 projects. LUC 78 projects shall be initiated through a UCR and shall not proceed without NWSO TA approval of that UCR. The Contractor shall submit an Engineering Change Request (ECR) for each LUC 78 project to ensure all affected documentation is updated. The Contractor shall prepare all documentation required to describe and implement the work, including drawings and specifications stamped by an engineer if required. The annual OMNIBUS amount for LUC 78 projects shall be **\$500K**, with a maximum limit of **\$50K** per project. The Contractor may request an increase to the maximum limit with appropriate justification on a case by case basis which may be approved by the NWSO TA. Any such approval shall not constitute precedence for the limit of any future LUC 78 projects. The actual cost of each LUC 79 project shall be recorded in the Government provided MAXIMO application.

### **1.201 Design Schedule**

**1.201.1** The Contractor shall prepare and administer a schedule for the delivery of designs for LUC 76, LUC 77 and LUC 78/TCTO projects. The schedule shall be created in Microsoft Office and shall contain all steps in the design process as detailed in this section. The schedule shall be based on realistic resource allocations for Contractor personnel preparing designs, and shall include a minimum of **3** weeks for each NWSO TA review. The schedule shall show slack time for each design. The Contractor shall update the schedule continually as existing designs progress and as new designs are added. The schedule shall be available to the NWSO TA online in read only format.

### **1.202 NWS Software, Firmware and Hardware Engineering Plan**

**1.202.1** The Contractor shall prepare, implement and administer a Software, Firmware and Hardware Engineering Plan which shall be based on the requirements of the latest version of ISO 15288.

### **1.203 Software, Firmware and Hardware Design Services**

**1.203.1** The Contractor shall provide software, firmware and hardware design for the following systems:

**1.203.1.1** AN/FPS-124 radar;

**1.203.1.2** On-site communications, including Security And Video Monitoring Systems (SAVMS), public address (PA) system, Public Branch Exchange (PBX) and Programmable Logic Controllers (PLCs);

**1.203.1.3** Long Haul Communications Network (LHCN);

**1.203.1.4** North Warning System Support Centre (NWSSC) maintenance equipment;

**1.203.1.5** Automated Test Equipment (ATE) hardware including test program sets;

**1.203.1.6** Heating, Ventilating And Air Conditioning (HVAC) systems;

**1.203.1.7** Power Generating Systems (PGS);

**1.203.1.8** Potable water systems;

**1.203.1.9** Sewage systems;

**1.203.1.10** Fire protection and detections systems; and

**1.203.1.11** Supervisory, Control And Data Acquisition (SCADA) systems and associated site sensor systems.

**1.203.2** The Contractor shall provide the following number of productive design hours annually for each discipline:

**1.203.2.1** {Software} TBD hours;

**1.203.2.2** {Software} TBD hours;

**1.203.3** All software, firmware and hardware designs requirements shall be initiated by ECR. No design efforts shall commence prior to approval of the ECR by the NWSO TA.

**1.203.4** The Contractor shall prepare and implement a Software Project Quality Plan using Allied Quality Assurance Publication (AQAP) 2210 as a guidance documents for each approved software, firmware and hardware ECR. The Project Software Quality Plan shall include at a minimum:

**1.203.4.1** Requirements definition;

**1.203.4.2** Code changes;

**1.203.4.3** Version description document;

**1.203.4.4** Preparation and implementation of the validation plan; and

**1.203.4.5** Version control acceptance.

**1.203.5** Specifications for software, firmware and hardware projects shall be in a format as proposed by the Contractor and as accepted by the NWSO TA.

**1.203.6** The Contractor shall maintain and update Computer Program Identification Number (CPIN) for all United States Air Force (USAF) owned firmware and software.

**1.203.7** Final acceptance of the associated work on approved ECRs shall be by the NWSO TA upon review and acceptance of project deliverables.

### **1.204 Specialized Software, Firmware and Hardware Engineering Services**

**1.204.1** For cases where the Contractor can demonstrate to the NWSO TA that a software, firmware or hardware design requirement is outside the engineering capability included in this contract, the Contractor shall secure this capability is acquired as an Additional Work Requirement (AWR). AWR requirements for specialized engineering shall be subject to terms and conditions in the contract.

### **1.205 Software, Firmware and Hardware Design Schedule**

**1.205.1** The Contractor shall prepare and administer a schedule for the delivery of software, firmware and hardware design projects. The schedule shall be created in Microsoft Office and shall contain all steps in the design process as detailed in this section. The schedule shall be based on realistic resource allocations for Contractor personnel preparing designs, and shall include a minimum of **3** weeks for each NWSO TA review. The schedule shall show slack time for each design. The Contractor shall update the schedule continually as existing designs progress and as new designs are added. The schedule shall be available to the NWSO TA online in read only format.

### **1.206 Manage OMNIBUS 626s.**

**1.206.1** Manage OMNIBUS 626s, including but not limited to those for: GFE; cost reimbursable CSRs; freight; 124 spares; and repair & calibration for test equipment. Report to PWGSC when 75% of the ONMIBUS dollar amount has been committed to the Project Authority.

## **1.207 PROJECT MANAGEMENT SERVICES**

### **1.208 Introduction to Project Management Services**

**1.208.1** The Contractor shall implement Labour Use Code (LUC) 76 Additional Work Requirement (AWR) projects, LUC 77 Self-Help projects and LUC 78 Minor Modification projects. LUC 76 projects shall be implemented from an approved costing proposal submitted by the Contractor and approved by the North Warning System Office Technical Authority (NWSO TA) and the Contracting Authority (CA). LUC 77 projects shall be completed at no cost to Canada. LUC 78 projects shall be completed under the Fixed Firm Price (FFP) North Warning System (NWS) contract. The Contractor shall also manage OMNIBUS contracts provided by Canada to meet NWS mission requirements.

### **1.209 Definitions**

**1.209.1** Refer TBD for definitions generic to this SOW.

### **1.210 References**

**1.210.1** Nil.

### **1.211 Personnel Qualifications, Experience and Training**

**1.211.1** Nil.

### **1.212 NWS Project Management Services Plan**

**1.212.1** The Contractor shall prepare, implement and administer a NWS Project Management Services Plan which shall detail the Contractor's approach to implementing LUC 76, LUC 77 and LUC 78 projects.

### **1.213 Manage LUC 76 AWR Projects**

**1.213.1** The Contractor manage the preparation and implementation of LUC 76 projects to include:

**1.213.1.1** Preparation of tender documents;

**1.213.1.2** Tendering and bid analysis for work which is to be subcontracted in whole or in part;

**1.213.1.3** Preparation of implementation proposals, complete with all costs to complete the project based on the recommended bid, as appropriate;

- 1.213.1.4 Contracting services to third parties as appropriate who will implement the work in whole or in part;
- 1.213.1.5 Securing of any required licenses and/or permits for the work;
- 1.213.1.6 Equipment and/or material procurement;
- 1.213.1.7 Financial administration, including the preparation and submission of claims for payment and 75% notification of commitment of AWR project dollar amount;
- 1.213.1.8 The preparation and submission of change orders as further detailed in this section;
- 1.213.1.9 Review and approval of project deliverables, as specified in the final design;
- 1.213.1.10 Preparation of AS-BUILT drawings;
- 1.213.1.11 Preparation and submission of Final Completion Certificates;
- 1.213.1.12 Project close-out; and
- 1.213.1.13 Any other requirement unique to a given project to ensure its successful completion.

1.213.2 The Contractor shall allow a minimum of three weeks for CA and NWSO TA review of AWR proposals.

1.213.3 The Contractor shall not alter any requirement of a LUC 76 projects during implementation without concurrence of the CA through the issuing of a change order. Change orders shall be submitted for the following:

- 1.213.3.1 Changes in the scope of work;
- 1.213.3.2 Equipment or material substitutions;
- 1.213.3.3 Alternate methods for testing and/or acceptance criteria;
- 1.213.3.4 Any other change to the stamped specifications or drawings identified during implementation of the work.

1.213.4 Change orders shall be a format proposed by the Contractor and as accepted by the NWSO TA.

### **1.214 Implement LUC 77 Self-Help Projects**

1.214.1 The Contractor shall implement LUC 77 Self-Help projects at no cost to Canada.

1.214.2 The Contractor shall update and distribute any documentation affected by implementation of a LUC 77 project within 60 calendar days after site work has been completed.

### **1.215 Implement LUC 78 Minor Modification Projects**

**1.215.1** The Contractor shall implement LUC 78 Minor Modification projects under the FFP NWS contract. The Contractor shall track all costs associated with each LUC 78 project in the Government provided MAXIMO application, to include:

**1.215.1.1** Labour;

**1.215.1.2** Shipping/freight;

**1.215.1.3** Commercial travel;

**1.215.1.4** Equipment;

**1.215.1.5** Material;

**1.215.1.6** Subcontract;

**1.215.1.7** Any other cost realized during implementation of the work.

**1.215.2** The Contractor shall not apply any mark-ups to the cost of LUC 78 projects.

**1.215.3** The Contractor shall update and distribute any documentation affected by implementation of a LUC 76 project within 60 calendar days after site work has been completed.

## **1.216 Manage Government OMNIBUS Contracts**

**1.216.1** The Contractor shall manage and implement the requirements OMNIBUS contracts issued by Canada, including but not limited to those for:

**1.216.1.1** Procurement of GFE and GSM primarily for Corrective Maintenance (CM) requirements;

**1.216.1.2** Cost reimbursable Customer Support Requests (CSRs);

**1.216.1.3** Freight;

**1.216.1.4** AN/FPS24 spares; and

**1.216.1.5** Repair and calibration of test equipment.

**1.216.2** The Contractor shall continually monitor commitments against each OMNIBUS contract and shall report to the PA when the commitment reaches 75% of the ONMIBUS dollar value.

## **1.217 DEPOT LEVEL SUPPORT**

### **1.218 Introduction to Depot Level Support**

The Contractor shall provide qualified, experienced and trained personnel required to manage, supervise, perform and coordinate the Depot level maintenance and repair of Canadian and United States Air Force (USAF) assets and software from the North Warning System Support Center (NWSSC) located in North Bay, Ontario. The Contractor shall operate and maintain Government provided Communications System Test Bed (CSTB) and Automatic Test Equipment (ATE) in direct support of Depot functions. The Contractor shall coordinate maintenance and repair of assets not maintained or repaired by the Depot, with Outside Repair Agencies (ORAs). The Contractor shall use the CSTB and the Short Range Development (SRD) site to hot test repaired assets prior to field installation.

### **1.219 Definitions**

**1.219.1** Refer to TBD for definitions generic to this Statement Of Work (SOW).

### **1.220 References**

**1.220.1** The notations against the references have the following meanings: M - Adherence is mandatory. G - The policies and procedures contained therein are not mandatory, but proposals for alternatives shall be submitted in full detail to, and be accepted by the North Warning System Office Technical Authority (NWSO TA). Furthermore, alternatives shall fully interface with procedures in use globally. Reference for this SOW section are as follows:

**1.220.1.1** NWS Frequency Management Plan;

**1.220.1.2** DNDP 35 Management of the Radio Frequency Spectrum;

**1.220.1.3** DAOD 8012-0 Meteorology and Oceanography;

**1.220.1.4** DAOD 8012-1 Meteorological and Oceanographic Products and Services Programme;

**1.220.1.5** D-02-002-003/SG-000 "Standard for Repair and Overhaul of Ground Radar, Navigation Aids and Ancillary Equipment by Civilian Contractors"

**1.220.1.6** AQAP 2210

**1.220.1.7** References from Table 13-4 (about 100 publications);

### **1.221 Depot Maintenance Management Plan**

**1.221.1** The Contractor shall prepare, implement and administer a Depot Maintenance Management Plan. The plan shall describe in detail the Contractor's method of managing and performing repair and overhaul on all equipment for which it has been authorized. The plan shall detail the functional areas of the NWSSC repair and overhaul activity and include, but not limited to. See CDRL and DID.

{CDRL, DID}

### **1.222 Perform Depot Level Maintenance and Repair**

**1.222.1** The Contractor shall perform Depot level maintenance and repair of Line Replaceable Units (LRUs) and Shop Repairable Units (SRUs) at the NWSSC to sustain the following NWS equipment and systems:

**1.222.1.1** AN/FPS-124 radar (including software maintenance, modification, refinement and firmware);

**1.222.1.2** On-site communications (including, but not limited to, SAVMS/VMN, PA system, PBX, PLC.);

**1.222.1.3** LHCN;

**1.222.1.4** NWSSC maintenance equipment;

**1.222.1.5** ATE hardware including Test Program Sets (TPS);

**1.222.1.6** SCADA and associated site sensor systems; and

**1.222.1.7** AWOS.

**1.222.2** All repairs shall conform to instructions in D-02-002-003/SG-000 "Standard for Repair and Overhaul of Ground Radar, Navigation Aids and Ancillary Equipment by Civilian Contractors". Repair of LRUs and SRUs shall include software maintenance and/or system integration testing as appropriate. All labour and material for these repairs shall be provided by the Contractor.

### **1.223 Coordinate third party external R&O.**

**1.223.1** Receive, evaluate condition status and distribute assets of any equipment not supported at the Maintenance Support Facility to the appropriate OEM or alternate repair facility as determined by the Contractor. Handling and transportation is covered under Section 8 in the SOW.

### **1.224 Coordinate R&O activities for USAF furnished NWS AN/FPS-117 radar and G/A/G radio LRUs and sub-assemblies.**

**1.224.1** Receive, evaluate condition status and distribution of assets for 11 FPS-117 radars and 157 G/A/G radios to the appropriate OEM or repair facility as determined by the USAF. Handling and transportation is covered under this SOW.

*Depot Level Support*

### **1.225 Third Party R&O Vendor List**

**1.225.1** The Contractor shall prepare and administer a Third Party R&O Vendor list. The report shall provide a summary listing of all repair and overhaul vendors maintaining equipment beyond the capabilities of the NWSSC. The report shall identify:

**1.225.1.1** Repairable items which cannot be repaired at the NWSSC;

**1.225.1.2** R&O vendors for each component identified in a; and

**1.225.1.3** Estimated vendor repair time for each component identified in a.

**1.225.2** The Report shall be prepared and made available on-line quarterly in Contractor format, as per CDRL and DID.

### **1.226 Evaluate Third Party Repair and Overhaul (R&O)**

**1.226.1** The Contractor shall receive and validate repaired Canadian and USAF assets from the OEM or authorized repair facility prior to shipment to NWS locations, including:

**1.226.1.1** AN/FPS 117 radar;

**1.226.1.2** G/A/G radios; and

**1.226.1.3** All ORA assets.

**1.226.2** The Contractor shall generate Quality Deficiency Reports (QDRs) and Supply Deficiency Reports (SDR) for G/A/G radio and AN/FPS-117 and AN/FPS-124 radar deficiencies for failed components received from the OEM or authorized repair facility.

{CDRL, DID}

### **1.227 Repair Summary Report**

**1.227.1** The Contractor shall prepare a summary report for all repairable items cycled through the NWSSC or ORA for repair, overhaul or modification. The report shall include, as per CDRL and DID.

{CDRL, DID}

### **1.228 NWSSC R&O Report**

**1.228.1** The Contractor shall prepare a summary report for all repairs processed by the NWSSC or through an ORA. The report shall provide the following information, as per CDRL and DID.

**1.228.2** The report shall be prepared and made available on-line quarterly in Contractor format.

{CDRL, DID}

### **1.229 Software Maintenance**

#### **1.229.1** Software/Firmware Maintenance Plan

**1.229.1.1** The Contractor shall prepare, implement and administer a Software/Firmware Management Plan compliant to AQAP 2210. The plan shall cover all NWS software/Firmware. All documentation and reporting to be provided as per CDRL and DID

{CDRL, DID}

#### **1.229.2** Produce and Maintain CPIN Documentation

**1.229.2.1** Produce and submit a copy of CPIN software/firmware package to the NWSO TA. All documentation and reporting to be provided as per CDRL and DID.

{CDRL, DID}

#### **1.229.3** Software Maintenance Summary Report

**1.229.3.1** The Contractor shall prepare a Software Maintenance Summary Report which summarizes all software maintenance activities performed at the NWSSC or at outside agencies. All documentation and reporting to be provided as per CDRL and DID.

**1.229.3.2** The report shall be prepared and available on-line annually in Contractor format.

{CDRL, DID}

### **1.230 Test Equipment Management**

#### **1.230.1** NWS Test Equipment Management Plan

**1.230.1.1** The Contractor shall prepare, implement and administer a Test Equipment Management Plan that shall describe in detail the Contractor's method of calibrating or having calibrated, and of repairing or having repaired, all test equipment. The Plan shall be provided as per CDRL and DID; and

**1.230.1.2** The Preparation of required reports detailing the {CDRL, DID}

## **1.230.2 Manage NWS Test Equipment Calibration and Repair**

**1.230.2.1** Government furnished test equipment and tools shall be calibrated and repaired at a separate government contracted calibration facility. The Contractor shall manage the test equipment inventory to ensure that all test equipment is calibrated, repaired and available to ensure that PM and CM requirements are performed without delay.

## **1.230.3 Test Equipment Master List**

**1.230.3.1** The Contractor shall prepare and administer a master list of all test equipment for which the Contractor is responsible. The list shall be prepared and made available on-line quarterly, as per CDRL and DID.

**{CDRL, DID}**

## **1.230.4 Test Equipment Calibration Report**

**1.230.4.1** The Contractor shall prepare and administer a test equipment calibration report of all test equipment for which the Contractor is responsible. The Report shall be prepared and made available on-line quarterly, as per CDRL and DID.

**{CDRL, DID}**

## **1.230.5 Test Equipment Calibration Non-Compliance Report**

**1.230.5.1** The Contractor shall prepare and administer a test equipment calibration non-compliance report of all test equipment for which the Contractor is responsible. The Report shall be prepared and made available on-line quarterly. The Report shall provide a summary of test equipment items not calibrated in accordance with the schedule of requirements of the Test Equipment Maintenance Plan, as per CDRL and DID.

**{CDRL, DID}**

## **1.230.6 Test Equipment Repair Report**

**1.230.6.1** The Contractor shall prepare and administer a test equipment repair report of all test equipment for which the Contractor is responsible. The Report shall be prepared and made available on-line quarterly, as per CDRL and DID.

**{CDRL, DID}**

## **1.230.7 Frequency Management**

*Depot Level Support*

**1.230.7.1** The Contractor shall prepare, implement and administer an NWS Frequency Management Plan to govern the management of the NWS spectrum for all radar, radio, LHCN and G/A/G operational frequencies. The spectrum shall be managed under the policy and procedures stated in reference 5.4.5.1.3., and all documentation shall be provided as per CDRL and DID.

**{CDRL, DID}**

**1.230.8** Network Switching

**1.230.8.1** The contractor shall prepare, implement and administer an NWS Network Switching Plan, as per CDRL and DID.

**{CDRL, DID}**



## SOW Section 2:

# NWS Infrastructure

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## Section2 **Infrastructure**

### **2.1 Introduction to Infrastructure SOW**

### **2.2 Scope**

**2.2.1** The scope of work includes the provision of Real Property Management Services, Maintenance Management and Engineering Services, Facilities Maintenance Services and Project Delivery Services. The majority of assets consists of special purpose space.

**2.2.2** Buildings are typically stand-alone; however, there are multi-building sites, some of which include facilities that provide common services to other buildings. Building requirements vary according to their functional use. In addition to buildings, other assets are included under the Contract.

### **2.3 Contractor Totally Responsible for Service Delivery**

**2.3.1** The Contractor is responsible for the Real Property Service Delivery Regime (RP-SDR) associated with infrastructure services, including the programs, management systems and other systems, processes, procedures and performance management capabilities needed to fulfill the Contract requirements.

### **2.4 Definitions**

**2.4.1 *Constructor*** – the Constructor, Prime Contractor, Principal Contractor or Contractor, as the prime accountable authority for health and safety and Occupational Health and Safety (OHS) in relation to construction, as defined in provincial and territorial jurisdictions and their applicable legislation.

**2.4.2 *Including*** – where “including” is used preceding a colon, followed by a list, the list is non-exclusive.

**2.4.3 *Occupants*** – people present in a DND building.

**2.4.4 *Occupational Health and Safety Control Authority*** – the authority accountable for OHS, in relation to Management Services and ongoing base-building operations.

**2.4.5 *Operations and Maintenance (O&M)*** – work activities associated with providing building operations and maintenance services.

**2.4.6 *RP-SDR Acceptance*** – the Contract Initiation milestone that indicates successful completion of the Final Acceptance Review and acceptance of the Contractor’s RP-SDR Specification prior to the Readiness Checkpoint.

**2.4.7 *RP-SDR Acceptance-in-Principle*** – the Contract Initiation milestone that indicates successful completion of the Preliminary Acceptance Review and Acceptance-in-Principle of the descriptions of the management regimes, services, programs, processes and capabilities that will govern the provision of services, enabling the Contractor to proceed with operations under the Contract as of the Infrastructure Operational Start Date.

**2.4.8 *Workplace*** – the workplace as defined in the Canada Labour Code (CLC), Part II.

## **2.5 References**

**2.5.1** The Contractor shall apply and meet the requirements of the most recent applicable reference. In case of discrepancy, document a recommended course of action, seek guidance from the RP-TA, and as requested, obtain the RP-TA's written acceptance.

**2.5.2** Notations against the references apply as follows:

**2.5.2.1** M – Mandatory: the Contractor shall adhere to the standards, policies, procedures, DND /CAF Orders, and legislative requirements (acts, regulations, codes) cited.

**2.5.2.2** G – General: the Contractor shall comply with the policies and procedures cited to the extent practicable. The Contractor may propose alternatives, subject to obtaining written acceptance by the RP-TA and ensuring that related activities are harmonized with, and do not conflict with mandatory requirements.

**2.5.2.3** A -GG-040-004/AG-001 - General Safety Program - Hazardous Materials Safety and Management Manual. (M)

**2.5.2.4** American Petroleum Institute Standards for Inspection and Repair of Fuel Tanks (M)

**2.5.2.5** Arctic Waters Pollution Prevention Act (M)

**2.5.2.6** ASTM E2018 - Property Condition Assessment Process (G) Guidelines for Canadian Drinking Water Quality. (M)

**2.5.2.7** Canada Labour Code, Part II (M)

**2.5.2.8** Canadian Environmental Assessment Act (M)

**2.5.2.9** Canada Water Act (M)

**2.5.2.10** Canadian Electrical Code (M)

**2.5.2.11** CFFM Waiver, Reference Number 7665-0, Dated 07 April 2009.

**2.5.2.12** CFTO C-98-001-003/MS-004, Site Record Drawings (G)

**2.5.2.13** Configuration Item (CI) Baseline (G)

**2.5.2.14** CSA C22.2 No 141 - Emergency Lighting Equipment (M)

**2.5.2.15** DND Environmental Assessment Manual (G)

**2.5.2.16** DND Fire Safety Plan Template (G)

**2.5.2.17** Defence Administrative Order & Directive (DAOD) 4007-1: Reporting and Investigation of Fires & Incidents (M)

**2.5.2.18** Environmental Protection Plan for the NWS (G)

**2.5.2.19** Federal Halocarbon Regulations (M)

**2.5.2.20** Fisheries Act (M)

**2.5.2.21** FOX-MAIN Beach Clean-Up Reference Map (M)

**2.5.2.22** Guidance for Drinking Water in Areas of Federal Jurisdiction (M)

**2.5.2.23** Guidelines for Effluent Quality and Waste Water Treatment of Federal Establishments (EPS 1-EC-76-1) (G) Drinking

**2.5.2.24** Hazardous Products Act (M)

- 2.5.2.25 Historical LCMM data (G)
- 2.5.2.26 Historical POL tank inspection reports. (G)
- 2.5.2.27 Historical Tower Inspection Reports (G)
- 2.5.2.28 Long Term Maintenance Plan for NWS DEGS (G)
- 2.5.2.29 Migratory Birds Convention Act (M)
- 2.5.2.30 MOU Parks Canada (M)
- 2.5.2.31 MOU Between ONO and the Hamlet of Hall Beach (M)
- 2.5.2.32 NFPA 10 - Standard for Portable Fire Extinguishers (M)
- 2.5.2.33 NFPA 12 - Standard on Carbon Dioxide Extinguishing Systems (M)
- 2.5.2.34 NFPA 13 - Standard for the Installation of Sprinkler Systems (M)
- 2.5.2.35 NFPA 14 - Standard for the Installation of Standpipe and Hose Systems (G)
- 2.5.2.36 NFPA 15 - Standard for Water Spray Fixed Systems for Fire Protection (G)
- 2.5.2.37 NFPA 17 - Standard for Dry Chemical Extinguishing Systems (M)
- 2.5.2.38 NFPA 17 A - Standard for Wet Chemical Extinguishing Systems (M)
- 2.5.2.39 NFPA 20 - Standard for the Installation of Stationary Pumps for Fire Protection (M)
- 2.5.2.40 NFPA 25 - Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems (M)
- 2.5.2.41 NFPA 30 - Flammable and Combustible Liquids Code (M)
- 2.5.2.42 NFPA 80 - Standard for Fire Doors and Other Opening Protectives (M)
- 2.5.2.43 NFPA 96 - Standard for Ventilation Control and Fire Protection of Commercial Cooking Operations (M)
- 2.5.2.44 NFPA 170 - Standard for Fire Safety and Emergency Symbols (G)
- 2.5.2.45 NFPA 471 - Recommended Practice for Responding to Hazardous Materials Incidents (G)
- 2.5.2.46 NFPA 551 - Guide for the Evaluation of Fire Risk Assessment (G)NFPA 600 - Standard on Industrial Fire Brigades (M)
- 2.5.2.47 NFPA 720 - Standard for the Installation of Carbon Monoxide (CO) Detection and Warning Equipment (M)
- 2.5.2.48 NFPA 750 - Standard on Water Mist Fire Protection Systems (M)
- 2.5.2.49 NFPA 921 - Guide for Fire & Explosion Investigations (M)
- 2.5.2.50 NFPA 1041 - Standard for Fire Service Instructor Professional Qualifications (M)
- 2.5.2.51 NFPA 1021 - Standard for Fire Officer Professional Qualifications (M)
- 2.5.2.52 NFPA 1081 - Standard for Industrial Fire Brigade Member Professional Qualifications (M)
- 2.5.2.53 NFPA 1620 - Standard for Pre-Incident Planning (G)
- 2.5.2.54 NFPA 1962 - Standard for the Care, Use, Inspection, Service Testing & Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances (M)
- 2.5.2.55 NFPA 2001 - Standard on Clean Agent Fire Extinguishing Systems (M)
- 2.5.2.56 NWS Licenses for PIN-3, CAM-M, CAM-3, FOX-M, FOX-3, DYE-M and BAF-3 (M)

- 2.5.2.57 NWS Site Plans and Site historical Data (M)
- 2.5.2.58 NWS Fire Services Plan (G)
- 2.5.2.59 NWS Configuration Management Plan (G)
- 2.5.2.60 National Building Code of Canada (M)
- 2.5.2.61 National Fire Code of Canada (M)
- 2.5.2.62 PIN-MAIN Beach Clean-Up Reference Map (M)
- 2.5.2.63 Realty Asset Management Manual - Chapter 10, or substitute (M)
- 2.5.2.64 Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations (SOR/2008-197) (M)
- 2.5.2.65 Species At Risk Act (M)
- 2.5.2.66 TP 312 Aerodromes Standards and Recommended Practices (G)
- 2.5.2.67 Tank Inspection Report Templates - Vertical & Horizontal (G)
- 2.5.2.68 Transport Canada Advisory Circular (AC) No. 300-004 for Unpaved Runway Surfaces (G) National Master Specification (NMS) (G)
- 2.5.2.69 Transportation of Dangerous Goods Act (M)
- 2.5.2.70 ULC S524 - Standard for the Installation of Fire Alarm Systems (M)
- 2.5.2.71 ULC S536 - Inspection & Testing of Fire Alarm Systems (M)
- 2.5.2.72 ULC S537 - Verification of Fire Alarm Systems (M)
- 2.5.2.73 Volume I of the PM Program (G)
- 2.5.2.74 Waiver - NWS Maintenance, Inspection and Testing of Fire Detection, Suppression and Alarm Systems, as provided by the CFFM, 7665-0, dated 01 April 2009. (M)
- 2.5.2.75 Water Safety Act (M)

## **2.6 Provide Real Property Management Services**

### **2.7 General Requirements**

#### **Overview**

- 2.7.1 The Contractor shall support DND in complying with legislation and government-wide policies, directives and standards, and other applicable guidance documents, and, as requested, in implementing DND strategies and initiatives
- 2.7.2 The Contractor shall establish and maintain close business and operational relationships with the RP-TA.
- 2.7.3 The Contractor shall deliver solutions that provide Best Value to Canadians, based on the optimal use of allocated labour, financial and other resources, in a manner consistent with the TB Policy on Management of Real Property and the TB Guide to the Management of Real Property.
- 2.7.4 The Contractor shall manage the quality of products and services and continually evaluate and propose new industry processes and innovations to improve the efficiency and effectiveness of services, and initiate changes to the RP-SDR accordingly.
- 2.7.5 Plan and schedule work to minimize disruption to operations.

**2.8 Ensure Labour Resources Are Qualified**

- 2.8.1 The Contractor shall ensure that, at a minimum, resources have the following qualifications. Where a post-secondary degree or diploma is stated, the degree or diploma must be from a university or a college which has been granted the authority to award degrees or diplomas by its provincial ministry of education, and be a member of the Association of Universities and Colleges of Canada (AUCC) or Association of Canadian Community Colleges (ACCC), as appropriate. Degrees and diplomas from educational institutions outside of Canada can be accepted, provided they are granted equivalency from a Canadian university or college meeting the requirements stated above.
- 2.8.2 The Contractor shall ensure that labour resources under the Contractor’s authority, whether employees or sub-contracted, undertaking design work and supervision are registered, as follows:
  - 2.8.2.1 For Engineers & Geoscientists in accordance with NAPEG requirements; and
  - 2.8.2.2 For Architects, in accordance with a Province or Territory in Canada.
- 2.8.3 The Contractor shall meet the requirements set out in Table 1: Resource Qualification Requirements, and otherwise ensure that labour resources under the Contractor’s authority are suitably trained and supervised to perform assigned work.
- 2.8.4 If work is to be carried out by Apprentices, Engineers in Training or Architect Interns, in accordance with a Territorially-approved requirements, the Contractor shall ensure that a suitably trained and qualified resource provides direct and comprehensive supervision of the work.

**2.9 Table 1: Real Property Resource Qualification Requirements**

Nature of work	Requirements
Design - General	Persons performing architecture or engineering design work must be licensed to practice architecture or engineering.
Electrical	Persons working on electrical systems, including electrically-powered door systems are licensed with Trades Journeymen Qualification Certificates in accordance with the Northwest Territories or Nunavut’s Electrical Safety Authorities.
	Persons working on or altering the configuration of electrically-powered systems are licensed in accordance with the Northwest Territories or Nunavut Electrical Safety Authority.
HVACR	Persons working on HVAC installations are appropriately trained and experienced, and are licensed in accordance with the requirements of the Government of Nunavut.
	Persons installing or servicing air conditioning/refrigeration equipment must be licensed in the Northwest Territories or Nunavut as refrigeration mechanics and possess an Ozone Depletion Prevention (ODP) certificate

Nature of work	Requirements
	issued by the HRAI, or Territorially-recognized proof of environmental awareness training in locations where the ODP certificate is not issued.
Power Plant Mechanical Systems	Persons working on power plant mechanical systems must have Industrial Mechanic/Millwright journeyman trade certification in accordance with the Northwest Territories or Nunavut's Trade and Occupations Certification Act and have successfully completed the interprovincial Red Seal examination
Oil-fired Systems	Persons working on oil-fired systems hold a valid Oil-Heat System Certificate appropriate to the systems on which they are working.
Plumbing	Persons working on plumbing have a Northwest Territories or Nunavut Plumbing License.
	Persons implementing, altering the configuration of, or seeking code approval for work on plumbing installations possess a Master Plumber License/Examiner's Certificate.
Fire Suppression	Persons installing, modifying, inspecting, testing or maintaining water- or foam-based suppression systems are certified Sprinkler System Installers (Red Seal recognized).
	Persons installing, modifying, inspecting, testing or maintaining ITM of clean agent, chemical, carbon dioxide suppression systems are qualified to manufacturer requirements for the specific systems and are certified by the manufacturer for each type of system.
	Persons installing, modifying, inspecting, testing or maintaining of suppression systems containing halocarbons are qualified to manufacturer requirements and certified by the Underwriters' Laboratory of Canada (ULC) to the service category for the type of suppression agent associated with the system being maintained.
Life Safety Systems	Persons installing, modifying, inspecting, testing or maintaining Life Safety Systems are competent and licensed as required in the Northwest Territories or Nunavut.
Cleaning	<p>In addition to standard trade training, persons involved in cleaning are trained in:</p> <ul style="list-style-type: none"> <li>a) proper use of green cleaning products and equipment to ensure proper usage and handling;</li> <li>b) proper disposal methods for cleaning products/equipment to be used; and</li> <li>c) Federal, Territorial and municipal regulations applicable to the products being used.</li> </ul>
Lifting installations	Persons installing, modifying, inspecting, testing or maintaining lifting installations or equipment are duly licensed for the work and device. Copies of mechanic's certificates are provided to the RP-TA prior to commencement of work and upon renewal of certificates.
Quarry	Persons responsible for the quarry and persons conducting quarry operations must be duly licensed in accordance with applicable Northwest Territories or Nunavut legislation.

<b>Nature of work</b>	<b>Requirements</b>
Storage tanks	Persons installing, modifying, inspecting, testing or maintaining storage tanks are suitably qualified, trained and supervised in the inspection of ASTs in accordance with Federal storage tank regulations.
Water Sampling	Persons performing water sampling are suitably qualified, trained and supervised in the collection and testing/analysis of raw water samples. Persons undertaking other environmental services as requested are suitably qualified, trained and supervised.
Fire alarm, voice communication systems, or intrusion alarm	Persons installing, modifying, inspecting, testing or maintaining fire alarm or voice communication systems are qualified as follows: <ul style="list-style-type: none"> <li>a) Are currently registered by the Canadian Fire Alarm Association (CFAA) as having successfully completed the “Fire Alarm Technology” program and have a minimum of one years’ experience;</li> <li>b) Are certified and registered electricians having completed a recognized post-secondary program or course for fire alarm systems Maintenance approved by Canadian Forces Fire Marshal (CFFM); or</li> <li>c) Work for a fire alarm company listed under the Fire Alarm and security alarm Certificate Service of Underwriters Laboratories of Canada.</li> </ul>
Hazardous Materials	Persons working with Hazardous Materials have appropriate training and experience in handling and managing Hazardous Materials; if a new Hazardous Material is introduced under the Contract, take reasonable steps to ensure that operatives receive appropriate information, instruction, training and equipment to safely manage the new material.
Integrated Pest Management	In addition to standard trade training, e.g. in WHMIS, persons performing Pest Management work are trained and licensed in the Northwest Territories or Nunavut on proper use of pest control products and equipment and have the knowledge required for their proper use, handling and storage in accordance with applicable regulations.
Kitchen Systems	Personnel working on kitchen systems are certified by CFESA or a similar industry-accepted organization, and meet Plumber or Electrician licensing or certification.
Safety Officer	The Safety Officer shall be a Canadian Registered Safety Professional or eligible for designation as a Canadian Registered Safety Professional
Environmental Services Officer	The Environmental Services Officer shall possess: <ul style="list-style-type: none"> <li>a) A post-secondary diploma or degree in the sciences;</li> <li>b) Be designated a Certified Canadian Environmental Practitioner or eligible for designation as a Certified Canadian Environmental Practitioner; and</li> <li>c) Have a minimum of ten (10) years of direct experience in the provision of environmental services</li> </ul>
Fire Services Officer	The Fire Services Officer shall be a certified NFPA 1021 Fire Officer 2 by a national certification organization acceptable to the Canadian Forces Fire

Nature of work	Requirements
	Marshal's Office (e.g. International Fire Service Accreditation Congress or Pro-Board Fire Service Professional Qualifications System)
The Fire Services Training Coordinator	The Fire Services Training Coordinator shall be certified NFPA 1041 Fire Service Instructor 2 by a national certification organization acceptable to the Canadian Forces Fire Marshal's Office (e.g. International Fire Service Accreditation Congress or Pro-Board Fire Service Professional Qualifications System)
Industrial Fire Brigade Leaders and Assistant Fire Brigade Leaders	Industrial Fire Brigade Leaders and Assistant Fire Brigade Leaders shall be qualified to meet the "Entrance Requirements" and "Industrial Fire Brigade Leader" chapters outlined in NFPA 1081 as well as the "Medical and Job-Related Physical Requirements" section outlined in NFPA 600 for Incipient Stage Fire Fighting. Industrial Fire Brigade Leaders and Assistant Fire Brigade Leaders shall be trained to NFPA 600 Incipient Stage Fire Fighting
Industrial Fire Brigade Members	Industrial Fire Brigade Members shall be qualified to meet the "Entrance Requirements" and "Incipient Industrial Fire Brigade Members" chapters outlined in NFPA 1081 as well as the "Medical and Job-Related Physical Requirements" section outlined in NFPA 600 for Incipient Stage Fire Fighting. Industrial Fire Brigade Members shall be trained to NFPA 600

**2.10 Apply the Performance Measurement Regime**

**2.10.1** The Contractor shall provide performance measurement data and information focused on:

- 2.10.1.1** Asset Integrity, including identification and elimination of nonconformities;
- 2.10.1.2** Satisfaction, including meeting RP-TA expectations and safeguarding the well-being of Occupants; and
- 2.10.1.3** Information Integrity, including ensuring information availability, accuracy and accessibility.

**2.10.2** The Contractor shall provide performance measurement data and information in accordance with the following Performance Indicators (PIs):

- 2.10.2.1** Asset Integrity PI, including:

- 2.10.2.1.1 AI-1: Environmental Regulatory Compliance Nonconformity (NC) Reduction Index – to measure the Contractor’s performance in exercising due diligence and providing environmental stewardship in accordance with DND’s policies and all applicable Federal, Provincial and Territorial legislation;
- 2.10.2.1.2 AI-2: OHS Program NC Reduction Index – to measure the Contractor’s performance in applying an OHS Program as it applies to real property;
- 2.10.2.1.3 AI-3: General NC Reduction Index – to measure the Contractor’s performance in implementing its QM Plan and conducting quality monitoring as it applies to real property;
- 2.10.2.1.4 AI-4: Maintenance completion – to measure the Contractor’s performance in completing legislated activities and meeting applicable timelines in relation to real property requirements;
- 2.10.2.1.5 AI-5: Maintenance Completion – to measure the Contractor’s performance in conducting life-cycle activities for systems, equipment and buildings supporting the NWS prime mission, as managed through a documented program and tracked through the WMS; and
- 2.10.2.1.6 AI-6: POP Progress Index – to measure the Contractor’s project delivery performance via project quality checklists and percent spent to the end of agreed periods and implementation of the FYO&SP.

#### **2.10.2.2 Satisfaction PI:**

- 2.10.2.2.1 S-1: Incident Management Index – to measure the Contractor’s performance in terms of failures to prevent or respond to incidents (significant and non-significant) based on documenting and reporting incidents once they have occurred, including the Contractor’s responsibility in preventing or foreseeing the event that caused the incident.

#### **2.10.2.3 Information Integrity PI:**

- 2.10.2.3.1 II-1: Data and Information Accuracy Index – to measure the Contractor’s performance in terms of results of targeted self-assessments of recordkeeping based on completeness of checklists, i.e. assessing high-risk areas to ensure that records are being created and captured and that records are adequate;
- 2.10.2.3.2 II-2: Deliverable Standards Index – to measure the Contractor’s performance in terms of rejection rate of documents based on content and format meeting RPDRL requirements; and
- 2.10.2.3.3 II-3: Data and Information Availability Index – to measure the Contractor’s performance in manage work orders and electronic project file tracking system.

## **2.11 Provide Planning Services**

### **2.11.1** General

#### **2.11.2** The Contractor shall develop:

**2.11.2.1** Annual Building Plans (ABPs) for each building buildings and other major assets,

**2.11.2.2** A Labour Resource Plan,

**2.11.2.3** Site Plans,

**2.11.2.4** Corrosion Prevention Plan,

**2.11.2.5** Diesel-Electric Generating Systems Long-term Maintenance Plan,

**2.11.2.6** Gravel Plan,

**2.11.2.7** Erosion Control Plan,

**2.11.2.8** Site Radar Tower Management Plan,

**2.11.2.9** Spill Contingency Plan, as set out in the Provide Environmental Management Services Section, and

**2.11.2.10** A NWS Infrastructure Summary Plan as input to the NWS Five-Year Operations and Sustainment Plan (FYO&SP).

#### **2.11.3** The Contractor shall ensure that planning is undertaken considering:

**2.11.3.1** Overall NWS objectives, strategies and priorities;

**2.11.3.2** Opportunities to improve the condition of buildings, extend the life of assets and otherwise improve Facility Condition Indices (FCIs), where these have been established; and

**2.11.3.3** Sustainability, in accordance with Sustainability requirements.

#### **2.11.4** Develop Annual Building Plans

#### **2.11.5** The Contractor shall develop ABPs and:

**2.11.5.1** Participate in ABP familiarization presentations;

**2.11.5.2** Collaborate in ABP preparation kick-off meetings to confirm objectives and priorities;

**2.11.5.3** analyze relevant documentation to reflect the real property priorities, strategies and plans, considering the recommendations provided in the Building Performance Review (BPR), the AMP, building-specific strategies, plans and other relevant information;

**2.11.5.4** Recommend appropriate service levels for the building;

**2.11.5.5** Provide the building-level allocations of the Labour Resource Plan estimated labour cost summary, detailed by position, role or subcontract, as appropriate;

**2.11.5.6** Submit proposed prioritized Project Listings to seek acceptance of planned projects in accordance with the requirements for each Project Category, as described in the Provide Project Delivery Services section, for the coming Fiscal Year, or Fiscal Years, as applicable, and:

2.11.5.6.1 obtain acceptance of the overall recommended cost envelope for labour use code (LUC) 76 Additional work Requirement (AWR) projects, labour use code LUC 77 Self-Help projects, and Labour use code LUC 78 Minor Modification projects, and once project funding has been allocated, present a proposed Project Listing; and

2.11.5.6.2 Present a proposed prioritized Project Listing for each of labour use code (LUC) 76, labour use code LUC 77 and Labour use code LUC 78 projects.

**2.11.6** The Contractor shall present the ABPs to the RP-TA, and to the respective DND, respond to questions and adjust accordingly to obtain acceptance of ABPs and to support related AWRs.

**2.11.7** The Contractor shall submit proposed changes to the work set out in the ABP as the basis for supporting decisions for new AWRs or amendment of existing ones.

## **2.12 Develop Labour Resource Plans**

**2.12.1** The Contractor shall develop an annual Labour Resource Plan to support the Additional work Request (AWR) process for Additional Services, including Optional Services, if Canada exercises its option for one or more of these:

**2.12.1.1** Describe the organizational strategy, key roles and responsibilities of the Contractor's core organization and provide an organization chart;

**2.12.1.2** Describe other key roles and responsibilities or functions that are subcontracted or otherwise provided; and

**2.12.1.3** Provide an estimate of the cumulative labour costs for resources under the Contractor's authority for the planning year, including employees and subcontracted labour resources.

**2.12.2** Organize the labour resource information so that labour allocations can be readily presented at both the building and Contract levels.

**2.12.3** Submit the proposed Labour Resource Plan one month in advance of the required Annual Building Plan submission date, to enable its analysis as part of the Annual Building Plan acceptance process.

**2.12.4** Present the Labour Resource Plan to the TA, respond to questions and adjust accordingly to obtain acceptance of the plan and to support related AWRs.

## **2.13 Develop Site Plans**

- 2.13.1** The Contractor shall develop Site Plans, by the ABP submission date, including roll-ups and summaries of information provided in the ABPs, and:
- 2.13.1.1** Provide annual Site financial summaries for each Site;
  - 2.13.1.2** Provide a strategic Site overview;
  - 2.13.1.3** provide the Site-level allocations of the Labour Resource Plan estimated labour cost summary, detailed by position, role or subcontract, as appropriate; and
  - 2.13.1.4** Describe the Program of Projects (POP), planned as an integrated program, excluding other real property projects, with projects and their requirements organized in accordance with the Project Categories set out in the Provide Project Delivery Services section:
    - 2.13.1.4.1** Submit a proposed, prioritized Project Listing for each Project Category as part of the POP to support associated AWRs,
    - 2.13.1.4.2** Recommend the inclusion of projects on the basis of expected funding, commensurate with funding allocated in April of each Fiscal Year,
    - 2.13.1.4.3** Include back-up projects to ensure full use of authorized funding, as requested, and
    - 2.13.1.4.4** Include multi-building site planning content for each Site.
- 2.13.2** The Contractor shall submit a Site Planning Listing, identifying opportunities for achieving economies of scale in resourcing similar work activities.
- 2.13.3** The Contractor shall present the Site Plans to the RP-TA, respond to questions and adjust plans as requested to obtain acceptance and to support related AWRs.

## **2.14 Develop Corrosion Prevention Plan**

- 2.14.1** The Contractor shall establish and annually update a Corrosion Prevention Plan for metal surfaces in accordance with the Real Property Deliverable Requirements List (RPDRL). The Contractor shall document the approach and methodology for preventing corrosion at NWS sites, for ensuring regulatory compliance of Storage Tank Systems (STs), at a minimum covering the following:
- 2.14.1.1** Petroleum, Oil and Lubricants (POL) tanks,
  - 2.14.1.2** POL pipelines,
  - 2.14.1.3** Painting of LRR site radar towers at least once every 10 years,
  - 2.14.1.4** Metal helipads and walkways,
  - 2.14.1.5** Building pilings,
  - 2.14.1.6** Building trim and other metal facades,
  - 2.14.1.7** Water and sewage tanks, and
  - 2.14.1.8** SRR site towers.

## **2.15 Update and Maintain the Diesel Electric Generating Systems Long-Term Maintenance Plan**

**2.15.1** The Contractor shall update and maintain the Long-Term Maintenance Plan for NWS DEGS in accordance with the RPDRL, covering the maintenance philosophy, concept, approach, methods and scope of work for the repair and overhaul of NWS DEGS. The Contractor shall review and update the plan, including as a minimum, information gathered from the previous year's repair and overhaul data.

## **2.16 Prepare and Maintain the NWS Gravel Plan**

**2.16.1** The Contractor shall prepare and maintain the NWS Gravel Plan in accordance with the RPDRL, including:

- 2.16.1.1** The approach to crushing gravel, e.g. whether undertaken in-house or subcontracted;
- 2.16.1.2** Location of crushers;
- 2.16.1.3** Required Mobile Support Equipment (MSE) available by site and how it will be used; and
- 2.16.1.4** Gravel requirements forecast for the Current Year (CY) through CY+4 to be added to the FYO&SP, borrow pit locations, and volume of existing stockpiles. The annual forecast will be in Contractor format, to be reviewed and accepted by Canada. The initial plan is to be prepared no later than six months after contract award, and then is to be reviewed and updated at a minimum annually by 30 November.

## **2.17 Establish and Maintain an Erosion Control Plan**

**2.17.1** The Contractor shall develop an Erosion Control Plan in accordance with the RPDRL, and annually update it to incorporate lessons learned from the previous year, covering at a minimum, planned PM and CM for the following:

- 2.17.1.1** Gravel airfields and aprons at BAR-2, PIN-MAIN, PIN-3, CAM-3, FOX-3, DYE-MAIN and BAF-3;
- 2.17.1.2** Gravel roads, shoulders, parking areas and other gravel surfaces at LSS-I, BAR-2, PIN-MAIN, PIN-3, CAM-MAIN, CAM-3, FOX-MAIN, FOX-3, LSS-Q, DYE-MAIN, BAF-3, LAB-2 and LAB-6;
- 2.17.1.3** Gravel helipads;
- 2.17.1.4** Sealift points;
- 2.17.1.5** Clearing of ditches, catch basins, swales and culverts; and
- 2.17.1.6** Measures to mitigate erosion of gravel surfaces during the spring melt.

## **2.18 Develop the NWS Infrastructure Summary Plan**

**2.18.1** The Contractor shall develop an annual NWS Infrastructure Summary Plan in accordance with the RPDRL, including:

**2.18.1.1** A strategic overview and management analysis for the Contract;

**2.18.1.2** A roll-up and summary of Site Plan information; and

**2.18.1.3** A subcontracting plan.

## **2.19 Assist DND in Sustainability Planning**

**2.19.1** The Contractor shall identify opportunities and support DND in preparing its Sustainable Development Strategy (SDS) to meet federal SDS requirements by assisting in establishing objectives and plans.

**2.19.2** The Contractor shall include proposals in ABPs for meeting targets identified by DND and demonstrate how SDS targets will be achieved through specific projects.

**2.19.3** The Contractor shall identify opportunities to assist DND in greening government operations, as requested, including activities to:

**2.19.3.1** Reduce greenhouse gas and other air-polluting emissions;

**2.19.3.2** Provide for green procurement;

**2.19.3.3** Remediate contaminated sites;

**2.19.3.4** Improve the management of waste; and

**2.19.3.5** identify opportunities to assist DND in greening real property assets, including ensuring that buildings renovated under the Contract meet the energy efficiency targets set out by DND.

## **2.20 Provide Input to Asset Management Plans**

**2.20.1** Review existing AMPs annually, provide information, participate in meetings to support the development of AMPs and BCRs by DND, and undertake associated work to support the AMP development process, as requested.

## **2.21 Use and Maintain Government-Furnished Property**

### **2.22 Use and Maintain Government-Furnished Accommodation**

**2.22.1** Locate Contractor labour resources in GFA provided, including general purpose office space, as indicated in the Contract:

**2.22.1.1** Locate key building operations labour resources under the Contractor's authority within the space provided;

**2.22.1.2** Obtain written approval to alter GFA, including the furniture configuration; and

**2.22.1.3** Undertake approved alterations at the Contractor's expense.

Maintain furnishings and GFE in good working order at the Contractor's expense.

## **2.23 Manage Real Property Incidents**

**2.23.1** The Contractor shall manage and respond to incidents in accordance with the accepted RP-SDR Specification, or as requested, and:

**2.23.1.1** Minimize the risk and reduce the impact of incidents on the safety of people and assets; and

**2.23.1.2** Maintain performance and Occupant satisfaction.

**2.23.2** The Contractor shall manage and respond without delay to unexpected events that could result in injury to persons, damage to equipment, material or the environment, or the temporary disruption of essential services and where immediate action is required.

**2.23.3** The Contractor shall notify designated authorities, respond and take corrective measures within defined timeframes.

**2.23.4** The Contractor shall communicate in accordance with defined criteria, advising the RP-TA on progress during incidents, and submit incident reports.

**2.23.5** The Contractor shall comply with investigation and reporting requirements of regulatory authorities.

**2.23.6** The Contractor shall collect data and analyze incident trends to identify root causes, recommend measures to reduce incidents, identify improvement opportunities, including rectification of operational deficiencies, inadequate asset maintenance and shortcomings in ABPs or BPRs and provide reports as requested.

# **1 Provide Maintenance Management and Engineering Services**

## **2.24 General**

- 2.24.1** The Contractor shall ensure that real property assets are functional and available 24 hours per day, 365 days per year.
- 2.24.2** The Contractor shall provide Maintenance Engineering and Maintenance Management Services with a view to sustaining the maintainability, reliability, and availability of NWS equipment, systems and real property assets and in accordance with the accepted RP-SDR Specification and associated AWRs.
- 2.24.3** The Contractor shall ensure that work is consistent with applicable legislation and government-wide policies, directives and standards, comply with the National Building Code, the National Fire Code of Canada and provincial and territorial building and fire codes, meeting the more stringent of these requirements, and, if there is conflict among them, advise the RP-TA and recommend an appropriate course of action for acceptance.
- 2.24.4** Refer to Site plans, Site Historical Data and Facility Condition Assessment (2009) Survey and subsequent upgrades, for information regarding the various equipment at 36 SRRs, nine LRRs, three LSSs, SRD and two main sites. The Contractor is not required to maintain CAM-M, FOX-M and LAB-6 as they are commercially-supported.

## **2.25 Provide Services to Protect Heritage Assets**

- 2.25.1** The Contractor shall ensure that services for designated heritage assets respect and conserve heritage character, are provided in accordance with FHBRO requirements and meet related obligations.
- 2.25.2** The Contractor shall provide services for heritage buildings, coordinating specialized architectural, engineering, technical and historical material conservation requirements.
- 2.25.3** Protect the heritage character of Recognized and Classified heritage buildings, including:
  - 2.25.3.1** familiarity with heritage values to be protected based on heritage character statements, statements of significance and other guidance documents available to ensure full coordination of services;
  - 2.25.3.2** Ensuring O&M work is consistent with protection of the heritage character of heritage assets;
  - 2.25.3.3** Ensuring base-building information is organized and available, including information on civil, structural, architectural, mechanical and electrical construction and systems and significant modifications over time;
  - 2.25.3.4** Conducting regular inspections to monitor conditions over time and provide input into maintenance and project plans and priorities;
  - 2.25.3.5** Using condition documentation information to establish trends to measure performance with respect to the objective to protect heritage character;

- 2.25.3.6 Ensuring understanding of historical construction, construction history, structural performance, material characteristics and conditions, building envelope performance and environmental impacts;
- 2.25.3.7 Developing conservation approaches and treatments consistent with the Standards and Guidelines for the Conservation of Historic Places in Canada;
- 2.25.3.8 Submitting reports, plans and specifications for Classified Heritage Assets to FHBRO for review;
- 2.25.3.9 Coordinate requirements and activities, as requested, through DND Regional Heritage Conservation Coordinators and nationally through the DND National Heritage Coordinator, to support monitoring and reporting;
- 2.25.3.10 Ensuring appropriate review and oversight of deliverables and services provided by third parties on designated assets;
- 2.25.3.11 Reviewing FHBRO intervention review reports and ensure reviews are considered in project delivery; and
- 2.25.3.12 Supplementing commissioning activities by providing maintenance information that includes documentation of conservation treatments, materials and methods, and technical maintenance guidelines.

## **2.26 Provide Maintenance Engineering Services**

### **2.27 General**

- 2.27.1 The Contractor shall prepare Class A, B, C and D Cost estimates using appropriately-adjusted pricing data and RS Means as required.
- 2.27.2 The Contractor shall prepare scopes of work as requested by the RP-TA.
- 2.27.3 Prepare Design Packages
- 2.27.4 The Contractor shall prepare design packages, including plans and specifications, duly signed and sealed by a professional engineer of the appropriate discipline in accordance with legislation. The Contractor shall prepare specifications in accordance with the National Master Specifications (NMS) unless otherwise specified by the RP-TA. The Contractor shall ensure that design packages include detailed statements prescribing materials, dimensions, legislative (e.g. safety, legal, technical code requirements) and workmanship requirements.
- 2.27.5 The Contractor shall conduct civil, structural, mechanical, and electrical engineering investigations to resolve problems as required to determine the Best Value from the perspective of acquisition, maintenance of structures, equipment and utilities as requested by the RP-TA. The Contractor shall prepare and submit reports on investigations.

### **2.28 Provide Maintenance Engineering Input**

- 2.28.1 The Contractor shall provide maintenance engineering advice as requested by RP-TA. The Contractor shall conduct a review of each project and AWR using the DND Environmental Impact Assessment (EIA) process.

**2.28.2** As requested, the Contractor shall provide technical support to third parties designated by the RP-TA, such as Defence Construction Canada (DCC) and visiting military engineering units, including drawing reviews, inspection assistance and hand-over assistance for projects undertaken by third parties.

## **2.29 Provide Drafting Services**

**2.29.1** The Contractor shall reproduce drawings for DND and record drawing reproductions in a log identifying the name of the authorized requestor and the number of sheets requested.

## **2.30 Prepare and Submit Site Approvals**

**2.30.1** The Contractor shall conduct property surveys and collect field data for incorporation in location maps and records in support of civil engineering. Set control points, grade stakes, locate underground utilities and other appurtenances. The Contractor shall provide certification by a registered land surveyor when required.

**2.30.2** The Contractor shall approve and issue digging permits prior to start of digging operation. Verify the area from as-built drawings and, as required, tone services performed to confirm location of underground structures, appurtenances and utility lines, prior to excavating.

**2.30.3** The Contractor shall prepare special drawings, including charts, posters, signs, and blow-outs of portions of existing drawings with color-coding of specific buildings.

**2.30.4** The Contractor shall provide new or updated AutoCAD drawings for new or existing work.

**2.30.5** The Contractor shall maintain record drawings (as-built) for facilities, works and installed equipment.

**2.30.6** The Contractor shall maintain the MRPDP. Identify required projects and record them in the MRPDP. The Contractor shall ensure that projects are completed as per the MRDPP priority provided by the RP-TA.

## **2.31 Provide Maintenance Management Services**

### **2.32 General**

**2.32.1** The Contractor shall apply maintenance strategies consistent with the OMP.

**2.32.2** The Contractor shall coordinate maintenance activities with QMS continual improvement activities and ongoing performance measurement, considering occupancy requirements and relevant factors such as:

**2.32.2.1** Occupant operations and reliability requirements;

**2.32.2.2** Asset Group, age, construction details, condition, heritage designation and exposure conditions; and

**2.32.2.3 O&M costs.**

**2.32.3** The Contractor shall ensure that systems and equipment requiring maintenance are identified, and record applicable data, drawings, manuals and other information in the CMMS.

**2.33 Maintain Buildings**

**2.33.1** The Contractor shall conduct maintenance in accordance with maintenance strategies.

**2.33.2** The Contractor shall appropriately identify and label systems and equipment, and include associated information in the CMMS.

**2.33.3** The Contractor shall undertake maintenance based on evidence of need and:

**2.33.3.1** Ensure a safe, healthy and productive work environment for occupants;

**2.33.3.2** Meet Occupant requirements for building availability and system and equipment reliability;

**2.33.3.3** Ensure that operations are cost-effective and that asset and equipment systems perform at peak efficiency;

**2.33.3.4** Comply with warranty requirements;

**2.33.3.5** Preserve asset integrity and the value of capital investments, and realize the maximum economic life expectancy of systems and equipment;

**2.33.3.6** Demonstrate due diligence and minimize legal exposure to Canada; and

**2.33.3.7** Provide effective analysis, decision-making and planning for future repair programs, capital investments and re-commissioning of assets.

**2.33.4** The Contractor shall manage, assemble, organize and retain system and equipment data, drawings and manuals and schedules and:

**2.33.4.1** identify, schedule and implement predictive, preventive and corrective maintenance inspections, tests, analyses, surveys, checks, treatments, tasks and monitoring based on legislative requirements and appropriate industry standards and practices;

**2.33.4.2** Plan and schedule maintenance to minimize disruption of Occupant operations and to minimize related costs;

**2.33.4.3** Coordinate scheduling of maintenance that might disrupt Occupant operations with the RP-TA and the Occupant; and

**2.33.4.4** Provide the RP-TA and occupants with a minimum of two weeks advance notice, or other period, as requested, of proposed shutdowns and other work that may disrupt Occupant operations, to allow time for contingency planning.

- 2.33.5** The Contractor shall inspect and maintain equipment and systems, correct minor deficiencies, schedule and implement maintenance and repairs identified during inspections, and record maintenance activities.
- 2.33.6** The Contractor shall continually monitor maintenance activities to ensure compliance with life-safety, health and environmental legislation.
- 2.33.7** The Contractor shall provide certification annually that inspection, testing and maintenance of life safety, health and environmental systems and equipment have been performed in accordance with legislative requirements and policy, and that life safety, health and environmental systems and equipment meet legislative requirements.
- 2.33.8** The Contractor shall analyze building maintenance management data and initiate corrective action accordingly and:
- 2.33.8.1** Analyze issues and trends in key areas, such as system and equipment failures and unscheduled repair costs, and make recommendations for improvements.
  - 2.33.8.2** Analyze maintenance problems, prepare reports and maintain records and data to achieve the optimum balance between repairs and predictive, preventive and corrective maintenance activities.
  - 2.33.8.3** Measure maintenance results, including building, system and equipment availability, downtime and O&U costs, and provide maintenance management information as requested.
  - 2.33.8.4** Provide technical support to project commissioning activities for projects carried out by the Contractor and by third parties.
  - 2.33.8.5** Use maintenance information as inputs to planning and project identification for capital improvements, repairs and re-commissioning.
  - 2.33.8.6** Monitor the effectiveness maintenance strategies and the OMP, and make improvements and adjustments to practices, processes and resources to reflect the results of experience, to meet requirements of legislative and regulatory changes, manufacturer recalls and changes in industry practices, and to ensure cost-effectiveness.

## **2.34 Inspect, Test, Maintain and Repair Life Safety Systems**

- 2.34.1** The Contractor shall repair, replace or install life safety systems in accordance with the CSA Z91, CSA Z259, CSA Z271 and Provincial Safety Standards, as applicable to the site or system.
- 2.34.2** If the system or components being installed or replaced form part of a window cleaning safety system, the Contractor shall undertake work in accordance with ANSI/IWCA I-14.1-2001 Window Cleaning Standard.
- 2.34.3** Where no CSA or ANSI standard exists for a material or product being installed, the Contractor shall utilize materials or products that follow good industry practice and are fit for purpose.

- 2.34.4** During the course of the contract, if changes in legislation require more frequent or less frequent inspection or testing of Life Safety Systems, the Contractor shall negotiate adjustments with the RP-TA and ensure these changes are applied.
- 2.34.5** The Contractor shall analyze building maintenance management data and initiate corrective action accordingly:
- 2.34.5.1** Benchmark operating, maintenance and repair costs;
  - 2.34.5.2** Analyze issues and trends in key areas, such as system and equipment failures and unscheduled repair costs, and recommend improvements; and
  - 2.34.5.3** Prepare reports and maintain records and data to achieve the optimum balance between repairs and predictive, preventive and corrective maintenance activities.
- 2.34.6** The Contractor shall review and update the effectiveness of maintenance strategies and the OMP, and improve and adjust associated practices, processes and resources to reflect the results of experience, to meet requirements of legislative and regulatory changes, manufacturer recalls and changes in industry practices, and to ensure cost-effectiveness.
- 2.34.7** The Contractor shall use maintenance information as inputs to planning and project identification for capital improvements, repairs and re-commissioning.
- 2.34.8** The Contractor shall maintain records on site pertaining to inspection, testing and maintenance in accordance with the National Fire Code, and make structural drawings and assessments available to emergency responders.

## **2.35 Provide Commissioning Oversight**

- 2.35.1** The Contractor shall apply the Commissioning Oversight Program.
- 2.35.2** The Contractor shall ensure that the requirements of the Provide Project Delivery Services section are met, including the requirements that:
- 2.35.2.1** Property Management Services required to support commissioning activities are provided;
  - 2.35.2.2** The commissioning process covers the complete project life cycle, from concept to occupancy and operation;
  - 2.35.2.3** Project deliverables and outputs are designed, installed and tested and will be operated in a manner that will meet operational requirements;
  - 2.35.2.4** Commissioning is completed; and
  - 2.35.2.5** Assets are effectively placed into operation.
- 2.35.3** The Contractor shall assess each project using an appropriate tool to:
- 2.35.3.1** Determine the extent of commissioning required, commensurate with project size, scope and complexity; and

**2.35.3.2** Document the assessed commissioning requirements in accordance with the Commissioning Oversight Program.

**2.35.4** The Contractor shall ensure that O&M concerns are resolved, that the quality of commissioning documentation and activities is adequate, and that communication among stakeholders, including DND, is effective.

**2.35.5** The Contractor shall provide advice, identify opportunities to improve building performance through commissioning, and recommend re-commissioning and retro-commissioning priorities in support of asset management planning.

## **2 Provide Facilities Maintenance Services**

### **2.36 General**

- 2.36.1** The Contractor shall provide Facilities Maintenance Services in accordance with the Service Levels set out in Appendix E, and the Service Standards set out in its Attachment 1 and in accordance with the accepted RP-SDR Specification and associated AWRs.
- 2.36.2** The Contractor shall repair and maintain building systems and equipment, including building envelopes, HVAC, electrical systems, locks and doors, etc., of properties listed in the Facilities Catalogue in accordance with applicable laws, good industry practice and the standards set out in the SOW.
- 2.36.3** Coordinate Overall Facilities Maintenance Services
- 2.36.4** The Contractor shall plan work in ABPs for individual buildings designated in [Reference] considering opportunities for coordination, economies of scale and grouping of similar work to provide Best Value and reduce overall downtime.
- 2.36.5** The Contractor shall coordinate work with other organizations responsible for services such as information technology and telecommunication services, as requested.

### **2.37 Operate Building Systems and Equipment**

- 2.37.1** The Contractor shall operate building systems and equipment 24 hours per day, 365 days per year, and:
  - 2.37.1.1** Ensure that buildings are available and meet Occupant operational requirements, and provide healthy and safe work environments during normal working hours, or as requested; and
  - 2.37.1.2** Coordinate day-to-day operational activities with occupants, including activities carried out during extended hours of operation as requested.
- 2.37.2** The Contractor shall operate and maintain NWS infrastructure and distribution systems, including:
  - 2.37.2.1** Heating and cooling distribution;
  - 2.37.2.2** Sanitary sewer system piping;
  - 2.37.2.3** Storage tanks;
  - 2.37.2.4** Storm drainage systems;
  - 2.37.2.5** Utility tunnels and cabling;
  - 2.37.2.6** Water resource systems, including drinking water sources, storage and distribution systems;
  - 2.37.2.7** Emergency standby generation and distribution;
  - 2.37.2.8** Electrical distribution systems;
  - 2.37.2.9** Pad-mounted transformers and electrical vaults; and

**2.37.2.10** Energy management and control systems.

**2.37.3** The Contractor shall operate building systems and equipment in accordance with the most current release of appropriate industry standards and government policies and guidelines, including:

**2.37.3.1** American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) Standards for Thermal Environmental Conditions for Human Occupancy and Ventilation for Acceptable Indoor Air Quality;

**2.37.3.2** CSA S832, Seismic Risk Reduction of Operational and Functional Components (OFCs) of Buildings;

**2.37.3.3** CSA Z204 Guideline for Managing Indoor Air Quality in Office Buildings;

**2.37.3.4** Health Canada Guidelines for Indoor Air Quality and Drinking Water Quality;

**2.37.3.5** National Joint Council (NJC) – OHS Directive;

**2.37.3.6** *CLC*, Part II; and

**2.37.3.7** National Energy Code of Canada for Buildings.

**2.37.4** The Contractor shall implement appropriate practices to prevent indoor air quality problems.

**2.37.5** The Contractor shall have SOPs consistent with the *CLC*, Part II, keep them current and provide copies of these when requested.

**2.37.6** The Contractor shall immediately report issues and problems associated with indoor air and potable water quality identified as a result of testing.

**2.37.7** The Contractor shall resolve issues and problems related to health and safety and the provision of working environments, and provide reports related to resolution of these problems, as requested.

**2.37.8** The Contractor shall provide operations support to commissioning activities for projects carried out by the Contractor and by third parties.

## **2.38 Operate and Maintain Potable Water Systems**

**2.38.1** The Contractor shall ensure potable water is available at LSS Iqaluit and LSS Inuvik.

**2.38.2** The Contractor shall provide potable water at 8 LRR sites (LAB-6, LAB-2, BAF-3, DYE-M, FOX-3, CAM-3, PIN-M, BAR-2) and 2 collocated sites CAM-M and FOX-M by transferring water from lakes/reservoirs and operating the existing water filtration systems. The Contractor shall treat water in accordance with Federal, Provincial and Territorial requirements within the operating parameters of the existing filtration systems. The Contractor shall establish and implement a water testing program to continuously monitor water quality to guarantee portability. Gather and record information for Potable Water System Activity Report as per Section 14.F.2.

- 2.38.3** The Contractor shall provide potable water at 36 SRR sites.
- 2.38.4** Prepare and Submit Potable Water System Activity Reports
- 2.38.5** The Contractor shall prepare and submit Potable Water System Activity Reports in accordance with the RPDRL, including at a minimum:

- 2.38.5.1** Quantity of chemicals used and water treated;
- 2.38.5.2** Water transfer information (total fresh water consumption, quantity of water in storage);
- 2.38.5.3** Testing results from the Volume 1 of the PM Program;
- 2.38.5.4** PM activities performed;
- 2.38.5.5** CM activities performed;
- 2.38.5.6** Abnormal operating conditions and malfunctions; and
- 2.38.5.7** Location Identifiers (LOCIDs) as appropriate.

### **2.39 Operate and Maintain Sanitary Collection Systems**

- 2.39.1** The Contractor shall remove sewage at LSS-I and LSS-Q. Sewage at LSS-I and LSS-Q is held in a holding tank, which requires periodic pump-out
- 2.39.2** The Contractor shall monitor and test sewage effluent.
- 2.39.3** Prepare and Submit Sewage System Activity Reports
- 2.39.4** The Contractor shall prepare and submit Sewage System Activity Reports in accordance with the RPDRL, including at a minimum:
- 2.39.4.1** The volume of treated sewage effluent discharged at CAM-MAIN and FOX-MAIN, and effluent testing as per the task card;
  - 2.39.4.2** for LRR site with visits in excess of one month in duration, the volume of sewage discharged and effluent testing as per the task card;
  - 2.39.4.3** CM activities performed;
  - 2.39.4.4** Abnormal operating conditions and malfunctions; and
  - 2.39.4.5** LOCIDs as appropriate.

- 2.39.5** The Contractor shall report as required to Territorial, Provincial and Federal agencies.

### **2.40 Provide Preventive Maintenance Services**

- 2.40.1** The Contractor shall implement a Preventive Maintenance (PM) Program for equipment and systems in this Section at NWS installations (Main Sites, Northern Auxiliary Sites, East Coast Sites, SRR Sites and LSS's).

**2.40.2** The Contractor shall provide labour and material to implement Volume I of the PM Program as provided in Section 15.F.12. Work is to be scheduled and implemented as part of the Five-Year Operations & Sustainment Plan, as per Section 2.C.1.c. A listing of PM tasks shall be maintained on-line. Specialties include: Buildings, Structures, Lands and Grounds; Heating, Ventilation and Air Conditioning; Power Generating Systems; Electrical; Bulk Fuel; Potable Water; Waste Water; and Active and Passive Fire Protection Systems. Priority facilities systems is considered to be PGS, fire protection systems, fuel transfer systems and sleep mode equipment. Completion of PM work on priority facilities systems is to take precedence. PM shall be tracked as tasks in the NWS work management system. PM tasks not completed shall be recorded as exception, and included in the report detailed in Section 15.F.15. PM exceptions shall remain open, and shall be completed at the earliest opportunity

**2.40.3 Perform POL Tank Cleaning and Inspection**

**2.40.3.1** The Contractor shall clean and inspect vertical POL tanks at a maximum every 5 years, or more frequently as required by the most recent tank inspection report. Clean and inspect horizontal POL tanks at a maximum every 10 years, or more frequently as required by the most recent tank inspection report. Inspection of POL tanks is to be in accordance with reference 14.A.3.x. As applicable, The Contractor shall inspect POL tank and ensure compliance with STS Regulations. Repairs identified through inspections are subject to the CM Job Limit. Submit tank inspection reports are to be submitted as per Section 14.F.7.

**2.40.3.2** The Contractor shall establish and maintain the POL tank inspection report database including historical and new POL tank inspection reports, to be incorporated into the database within 20 business days of being finalized and accepted. The Contractor shall provide copies of tank inspection reports A upon request within two business days.

**2.40.4 Implement the Corrosion Protection Plan**

**2.40.4.1** The Contractor shall implement the Corrosion Protection Plan. The Contractor shall establish an annual program in accordance with the plan, and integrate activities into the CY of the FYO&SP.

**2.40.5 Implement Erosion Control**

**2.40.5.1** Perform Erosion Control in accordance with the Erosion Control Plan. MSE available for this work is as detailed in Section 12. The Contractor shall ensure that gravel surfaces are maintained to a level required to support normal NWS operations. Implement site specific activities to mitigate erosion of gravel surfaces during the spring melt. The Contractor shall establish an annual program, incorporated in the ABO and CY of the FYO&SP based on the requirements of the plan. The Contractor shall ensure that airfield, apron and roads at FOX-3 are serviceable to support the annual bulk fuel resupply in summer months. The Contractor shall coordinate the infield repair schedule and emergency airfield repair work with the contracted air carrier at least 24 hours in advance of work initiation.

**2.40.6** The Contractor shall maintain and conduct minor repairs of airfield pavement at LAB 2, including repair of:

**2.40.6.1** Cracks and surface breaks,

**2.40.6.2** Heaves and settlements,

**2.40.6.3** Joint spalls,

**2.40.6.4** Surface scaling,

**2.40.6.5** Joint seals

**2.40.6.6** Deteriorated shoulders,

**2.40.6.7** Pavement paint markings,

**2.40.6.8** Drainage pipes, and

**2.40.6.9** Catch basins, culverts and ditches.

**2.40.7** The Contractor shall coordinate airfield repair schedule and emergency airfield repair work with the contracted air carrier at least 24 hours in advance of initiating work.

**2.40.8** Implement Long Term Diesel-Electric Generating Systems Maintenance Plan

**2.40.8.1** The Contractor shall implement the Long-Term Diesel-Electric Generating Systems Maintenance Plan, as detailed in the RPDRL. The Contractor shall establish an annual repair and overhaul program, based on the requirements of the plan, and integrate it in the CY of the FO&SP.

**2.40.9** Implement the Gravel Plan

**2.40.9.1** The Contractor shall identify gravel sources and implement the Gravel Plan. The Contractor shall use government furnished gravel crushers to provide gravel for maintenance. The Contractor shall establish an annual program, based on the requirements of the plan, and integrate it as part of the Current Year of the Five-Year Operating and Sustainment Plan. Forecast CY+1 and CY+2 requirements to determine movement of crushers by sealift. The Contractor shall crush gravel in accordance with Transport Canada Advisory Circular (AC) No. 300-004 standards for gravel roads and airfields.

## **2.40.10 Maintain Certification of Fire Protection System Cylinders**

**2.40.10.1** The Contractor shall maintain certification of fire protection system cylinders. The Contractor shall ensure that testing and certification of cylinders is completed for types of gases and clean agents in service in accordance with applicable NFPA standards. Only the OEM or OEM's authorized designate may discharge cylinders prior to shipment for testing.

## **2.40.11 Perform PM Tasks on Water-based Fire Suppression Systems Including Fire Pumps**

**2.40.11.1** The Contractor shall perform PM tasks in accordance with the NFCC and NFPA 25. The Contractor shall ensure that PM tasks, up to and including quarterly tasks on water-based fire suppression systems including fire pumps, is performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that other PM tasks are performed by a Certified Sprinkler System Installer (Red Seal interprovincial recognized) with a minimum of five years of experience. The Contractor shall submit water-based fire suppression system PM reports in accordance with the RPDRL.

## **2.40.12 Perform PM Tasks on Kitchen Fire Suppression Systems**

**2.40.12.1** The Contractor shall perform PM tasks in accordance with the NFCC, NFPA 17, NFPA 17A, and NFPA 96. The Contractor shall ensure that PM tasks up to and including quarterly PM tasks on kitchen fire suppression systems are performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that other PM tasks are performed by the OEM or by an OEM authorized representative. The Contractor shall submit kitchen fire suppression system PM reports in accordance with the RPDRL.

## **2.40.13 Perform PM Tasks on Carbon Dioxide Fire Suppression Systems**

**2.40.13.1** The Contractor shall perform PM tasks in accordance with the NFCC and NFPA 12. The Contractor shall ensure that PM tasks up to and including quarterly PMIs on carbon dioxide fire suppression systems are performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that other PM tasks are performed by the OEM, or by an OEM authorized representative. The Contractor shall submit carbon dioxide fire suppression system PM reports in accordance with the RPDRL.

## **2.40.14 Perform PM Tasks on Clean Agent Fire Suppression Systems**

**2.40.14.1** The Contractor shall perform PM tasks in accordance with the NFCC and NFPA 2001. The Contractor shall ensure that PM tasks up to and including quarterly PM tasks on clean agent fire suppression systems are performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that PM tasks: The Contractor shall ensure that PM tasks to be conducted less frequently than quarterly at LRR sites and at a minimum of two SRR sites per zone, on a rotational basis, are performed annually are performed by a person who is qualified to manufacturer's requirements, is an employee of a company which is certified by Underwriters' Laboratory of Canada (ULC) to the appropriate service category for this type of suppression agent, and who has a minimum of five years of experience. The Contractor shall ensure that other PM tasks to be conducted less frequently than quarterly at the remaining SRR sites are conducted by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall submit clean agent fire suppression system PM reports in accordance with the RPDRL.

**2.40.15 Perform PM Tasks on Fire Alarm Systems, Voice Communication Systems and Fire Suppression Releasing Panels**

**2.40.15.1** The Contractor shall perform PM tasks in accordance with the NFCC and ULC S536. The Contractor shall ensure that PM tasks up to and including quarterly PM tasks (quarterly PM tasks to include the monthly) on fire alarm, voice communications systems and fire suppression releasing panels are performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that PM tasks to be conducted less frequently than quarterly at LRR sites and at a minimum of two SRR sites per zone, on a rotational basis, are performed annually by a technician who is registered with the Canadian Fire Alarm Association (CFAA) as having successfully completed the "Fire Alarm Technology" program, having worked as an apprentice to a person who has been a CFAA registered technician for a period of not less than one year, and with at least five years of experience working primarily on fire alarm systems. The Contractor shall ensure that other PM tasks to be conducted less frequently than quarterly at the remaining SRR sites, are performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall submit fire alarm system, voice communication system, and fire suppression releasing panel PM reports in accordance with the RPDRL.

**2.40.16 Perform PM Tasks on Portable Fire Extinguishers**

**2.40.16.1** The Contractor shall perform PM tasks in accordance with the NFCC and NFPA 10. The Contractor shall ensure annual certification of portable extinguishers is performed by the OEM, or by an OEM-authorized representative. The Contractor shall submit portable fire extinguisher PM reports in accordance with the RPDRL.

#### **2.40.17 Perform PM Tasks on Passive Fire Protection Systems**

**2.40.17.1** The Contractor shall perform PM tasks in accordance with the NFCC and NFPA 80. At a minimum, the Contractor shall exercise fire doors to ensure proper operation and inspect the integrity of fire breaks. The Contractor shall submit passive fire protection system PM reports in accordance with the RPDRL.

#### **2.40.18 Perform PM Tasks on Emergency Lighting Systems**

**2.40.18.1** The Contractor shall perform PM tasks in accordance with the NFCC and CSA C22.2 No 141. Submit emergency lighting system PM reports in accordance with the RPDRL.

#### **2.40.19 Implement Current-Year Program of LRR Site Radar Tower Management Plan**

**2.40.19.1** The Contractor shall perform implement the Current-year program of the LRR Site Radar Tower Management Plan as detailed in the RPDRL. The Contractor shall enter the activities for the CY in the FYO&SP. The Contractor shall submit radar tower inspection reports in accordance with the RPDRL.

### **2.41 Corrective Maintenance**

**2.41.1** The Contractor shall perform or coordinate LUC 74 CM on failed and functionally-degraded equipment, systems and facilities. The Contractor shall perform repair activities on equipment as specified in applicable Maintenance Manuals or OEM recommendations. The Contractor shall continue repair efforts until systems are operational. The Contractor shall ensure that replacement parts operate as original and must not create an increased risk to the environment and health and safety of individuals or reduce the operating efficiency/life span of the equipment or system.

**2.41.2** The Contractor shall perform Emergency CM on failed and functionally-degraded equipment and facilities that pose immediate risk to the mission, the environment or to health and safety.

**2.41.2.1** The Contractor shall perform Emergency CM as LUC 72 work orders on failed or functionally-degraded equipment or systems to protect life, the environment and government property. The Contractor shall continue repair efforts until systems are operational or until risk has been mitigated allowing for further planning and more extensive repair. The Contractor shall repair equipment as specified in applicable Maintenance Manuals or in accordance OEM recommendations. The Contractor shall ensure that replacement parts operate as original and do not create an increased risk to the environment or to health and safety, or reduce the operating efficiency/life span of the equipment or system. In case of emergency, the Contractor shall implement the Emergency Response Plan if warranted, and prepare and submit an accompanying incident report.

**2.41.3 Perform CM On Water-based Fire Protection Systems and Fire Pumps**

**2.41.3.1** The Contractor shall perform CM in accordance with the NFCC, NFPA 13, NFPA 20, and NFPA 25. The Contractor shall perform CM level by a qualified journeyman. The Contractor shall ensure that other CM is performed by a person who is a Certified Sprinkler System Installer (Red Seal interprovincial recognized) with a minimum of five years of experience.

**2.41.4 Perform CM on Kitchen Fire Suppression Systems**

**2.41.4.1** The Contractor shall perform CM in accordance with the NFCC, NFPA 17, NFPA 17A, and NFPA 96. The Contractor shall perform CM on kitchen fire suppression systems by a qualified journeyman. The Contractor shall ensure that other CM is performed by the OEM, or the OEM's authorized designate.

**2.41.5 Perform CM on Carbon Dioxide Fire Suppression Systems**

**2.41.5.1** The Contractor shall perform CM in accordance with the NFCC and NFPA 12. The Contractor shall ensure that CM on carbon dioxide fire suppression systems is performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that other CM is performed by the OEM, or the OEM's authorized designate.

**2.41.6 Perform CM on Clean Agent Fire Suppression Systems**

**2.41.6.1** The Contractor shall perform CM in accordance with the NFCC and NFPA 2001. The Contractor shall ensure that CM on clean agent fire suppression systems is performed by a journeyman who meets the requirements of Table 1: Real Property Resource Qualification Requirements. The Contractor shall ensure that other CM is performed by the OEM, or the OEM's authorized designate.

**2.41.7 Perform CM on Fire Alarm Systems, Voice Communications Systems And Fire Suppression Releasing Panels**

**2.41.7.1** The Contractor shall perform CM in accordance with the NFCC and NFPA80.

**2.41.8 Perform CM on Passive Fire Protection Systems**

**2.41.8.1** The Contractor shall perform CM in accordance with the NFCC and NFPA80.

**2.41.9 Perform CM on Emergency Lighting**

**2.41.9.1** The Contractor shall perform CM in accordance with the NFCC and CSA C22.2 No. 141.

**2.42 Provide Cleaning Services**

**2.42.1** The Contractor shall perform interior and exterior cleaning to ensure a sanitary and healthy work environment that promotes Occupant satisfaction and preserves the value of real property assets.

**2.42.2** The Contractor shall maintain a level of cleanliness appropriate to the use of the space, the type of asset and specific Occupant needs:

**2.42.2.1** Establish acceptable tasks and frequencies for cleaning operations to meet the required level of cleaning services;

**2.42.2.2** Adjust the level of service to reflect changes, as required;

**2.42.2.3** Provide laundry, repair and cleaning services for NWS rugs, carpeting, curtains, bedding, linen and special purpose/protective clothing

**2.42.2.4** Use environmentally-friendly products certified in accordance with applicable industry standards such as products with the eco-logo or green seal logo;

**2.42.2.5** Protect heritage finishes from damage that could be caused by cleaning.

**2.42.3** Provide Pest Control Services

**2.42.4** The Contractor shall provide pest control services as requested:

**2.42.4.1** Apply pest control methods in accordance with Integrated Pest Management practices set out in the TB Manual, Pesticides Directive, and Chapter 2-15:

**2.42.4.2** Safeguard the treatment area during the application of insecticides and pesticides;

**2.42.4.3** Ensure that the treatment area is thoroughly ventilated before occupants are permitted to reoccupy the space following fumigation or treatment;

**2.42.4.4** Use only insecticides and pesticides that have been approved by provincial and municipal authorities having jurisdiction;

**2.42.4.5** Ensure that individuals performing the application of pesticides possess active pesticide operator's licences and pesticide exterminator licences; and

**2.42.4.6** Ensure that pest control product documentation conforms to workplace Hazardous Materials Information System (WHMIS) requirements.

## **2.43 Coordinate Facilities Maintenance Services for Multi-Building Sites**

**2.43.1** The Contractor shall plan work in ABPs for individual buildings located on multi-building sites, considering opportunities for coordination, economies of scale and grouping of similar work at the site to provide Best Value and reduce overall downtime.

## **2.44 Manage Energy**

**2.44.1** The Contractor shall maintain information on energy consumption and on changes affecting energy consumption:

- 2.44.1.1 use an industry-recognized energy monitoring and analytic database software tool, compatible with DND’s energy reporting system, to manage and report on building and overall energy and water usage;
  - 2.44.1.2 Provide associated building energy consumption and building area data, and measure performance; and
  - 2.44.1.3 Analyze energy use monthly, indicating deviations from planned consumption, reasons for variances and recommended corrective action.
- 2.44.2** The Contractor shall manage building energy and:
- 2.44.2.1 Manage energy use and adjust building operations to ensure efficient energy performance:
    - 2.44.2.1.1 Tune-up equipment,
    - 2.44.2.1.2 Monitor HVAC and lighting systems efficiency, and
    - 2.44.2.1.3 Institute optimum equipment servicing and minor repairs;
  - 2.44.2.2 Establish measures to reduce energy use outside of Occupant operating hours through actions such as temperature setback and equipment shutdown;
  - 2.44.2.3 Make recommendations for re-commissioning selected energy systems in ABPs, on a three- to five-year cycle;
  - 2.44.2.4 Implement approved energy retrofit projects and track and report on results in relation to the approved business case and applicable commissioning reports, and as requested;
  - 2.44.2.5 Incorporate energy-efficient technologies into project design activities; and
  - 2.44.2.6 Collect energy performance data, monitor results, including actual energy savings, report annually and conduct benchmarking.

**2.45 Provide Grounds Upkeep Services**

- 2.45.1 The Contractor shall provide grounds upkeep services appropriate to the needs of each building and in accordance with applicable environmental standards.
- 2.45.2 The Contractor shall maintain civil infrastructure including roads, bridges, tunnels and drainage ditches.
- 2.45.3 The Contractor shall conduct seasonal grounds upkeep:
  - 2.45.3.1 Control pests using integrated pest management practices in accordance with the Provide Pest Control Services section;
  - 2.45.3.2 Maintain fences and walls;
  - 2.45.3.3 Maintain exterior signage;
  - 2.45.3.4 Maintain exterior civil, mechanical and electrical systems;
  - 2.45.3.5 Collect litter and empty garbage from waste receptacles;
  - 2.45.3.6 Empty and maintain ashtrays; and
  - 2.45.3.7 Protect heritage features from damage from grounds upkeep.

## **2.46 Provide Common Services**

- 2.46.1** The Contractor shall provide common services on multi-building sites, including:
  - 2.46.1.1** Distribution of electrical, heating and other utilities and
  - 2.46.1.2** Planning for new and increased electrical loads and metering.
- 2.46.2** The Contractor shall coordinate work with others responsible for other services such as communications operations, information technology and telecommunications, as requested.
- 2.46.3** The Contractor shall liaise with authorities having jurisdiction, as required.
- 2.46.4** The Contractor shall report on common services in accordance with the RP-SDR and adjust the RP-SDR as required to document changes in service delivery associated with common services governed by the RPDRL.
- 2.46.5** The Contractor shall provide signage services, including signage needs identification and procurement, installation, maintenance and removal of base-building primary and common-use signage, building exterior signage, main and floor directory boards, and direction-finding and room identification signage.

## **2.47 Provide Other Services as Required**

- 2.47.1** The Contractor shall perform the following services as-and-when required by the RP-TA in accordance with AWRs:
  - 2.47.1.1** CM work on jobs in excess of the CM Job Limit;
  - 2.47.1.2** Maintenance of DEW Line Clean Up (DLCU) landfill sites and periodic maintenance of DLCU landfills at NWS LRR sites;
  - 2.47.1.3** UC 78 Minor Modification projects in excess of annual cumulative limit;
  - 2.47.1.4** PM and CM on Canadian Coastal Radars; and
  - 2.47.1.5** Identification of gravel sources in support of gravel crushing activities.

### **3 Provide Project Delivery Services**

#### **2.48 General**

- 2.48.1** The Contractor shall apply the PDR and provide project delivery services in accordance with the accepted RP-SDR Specification.
- 2.48.2** The Contractor shall ensure effective communications with stakeholders throughout the life cycle of projects.
- 2.48.3** The Contractor shall apply flexible workforce and resource management mechanisms to respond to unforeseen projects and unexpected changes in project volume.
- 2.48.4** The Contractor shall develop and maintain an audit-ready Project File for each project in accordance with the RPDR, and submit it to the RP-TA on request without delay and:
  - 2.48.4.1** Develop a Generic Project File Checklist for each Project Category, aligned with applicable project milestones, to measure the completeness and accuracy of project file documentation and to support associated cost tracking; and
  - 2.48.4.2** Tailor the Project File Checklist to the needs of each project.
- 2.48.5** The Contractor shall collaborate with DND project design reviews, as requested
- 2.48.6** The Contractor shall provide on-site coordination and other project support to projects delivered by others and interact with various organizations, as required, to ensure effective delivery of projects, including organizations such as:
  - 2.48.6.1** Government organizations, including:
    - 2.48.6.1.1** DND authorities,
    - 2.48.6.1.2** Federal regulatory authorities and other federal stakeholders, and
    - 2.48.6.1.3** DND national and regional centers of expertise; and
  - 2.48.6.2** Third parties, such as:
    - 2.48.6.2.1** Other contractors providing services,
    - 2.48.6.2.2** Regulatory authorities having jurisdiction,
- 2.48.7** The Contractor shall organize projects according to the following categories:
  - 2.48.7.1** Category I Projects: projects up to \$24,999;
  - 2.48.7.2** Category II Projects: projects from \$25,000; to \$999,999; and
  - 2.48.7.3** Category III Projects: projects greater than \$1M.
- 2.48.8** The Contractor shall deliver projects as an integrated POP.
- 2.48.9** The Contractor shall manage risk effectively:
  - 2.48.9.1** Assess project risk using an appropriate toolset and appropriate processes; and
  - 2.48.9.2** Triage projects according to their level of risk, complexity and cost, in accordance with the needs of each Project Category.

## **2.49 Initiate and Plan Construction Projects**

### **2.50 General**

- 2.50.1** The Contractor shall initiate and plan construction projects, including:
- 2.50.1.1** New construction projects;
  - 2.50.1.2** Repair, heritage conservation and replacement projects;
  - 2.50.1.3** Improvements to extend the life of buildings, enhance their performance or prevent or delay functional obsolescence; and
  - 2.50.1.4** Alteration, fit-up, and refit and space optimization projects.
- 2.50.2** The Contractor shall prepare project-specific OHS plans for each project, and ensure that the plan is suited to the type of work to be performed and will conform to the building OHS plan.
- 2.50.3** The Contractor shall identify and develop project options to meet requirements in a manner that ensures:
- 2.50.3.1** Consideration of viable options and risk; and
  - 2.50.3.2** That recommended options will provide Best Value for DND and occupants.
- 2.50.4** The Contractor shall recommend design solutions consistent with the most current versions of DND technical and accommodation standards and in keeping with the character of existing building architectural and engineering components.
- 2.50.5** The Contractor shall identify heritage requirements and:
- 2.50.5.1** Conduct a heritage review for designated buildings and ensure project objectives include protection of heritage character;
  - 2.50.5.2** Provide a multi-disciplinary approach to architectural, engineering, technical and material conservation considerations;
  - 2.50.5.3** Develop options and solutions that meet functional requirements while minimizing harm to heritage character and the impact on heritage values and that include appropriate conservation treatments; and
  - 2.50.5.4** Document interventions and provide maintenance information resulting from project work.
- 2.50.6** The Contractor shall seek and obtain approval of heritage authorities having jurisdiction, as requested, for projects involving exterior modifications or design changes to federal buildings, for which local legislative provisions may apply, including territorial and municipal heritage authorities.
- 2.50.7** The Contractor shall define security requirements, including identification of:
- 2.50.7.1** Security criteria for projects based on baseline security requirements and a threat and risk assessment suited to each building; and

**2.50.7.2** Options that balance security concerns with protection of the heritage character of heritage assets.

- 2.50.8** The Contractor shall include required security specifications in plans, requests for proposals and tender documentation.
- 2.50.9** The Contractor shall plan projects with appropriate milestones and decision points, in accordance with DND project management frameworks.
- 2.50.10** The Contractor shall co-operate and participate with the RP-TA during project Quality Monitoring inspections and provide required resources and supporting information.
- 2.50.11** The Contractor shall prepare project cost estimates consistent with appropriate industry practices, and as required, to support DND approval processes.
- 2.50.12** The Contractor shall provide information and support DND in determining whether proposed projects qualify as projects as defined by the *CEAA*, and whether an environmental effects evaluation is required.
- 2.50.13** The Contractor shall include required security specifications in plans, requests for proposals and tender documentation.
- 2.50.14** The Contractor shall plan projects with appropriate milestones and decision points, in accordance with DND project management frameworks.
- 2.50.15** The Contractor shall co-operate and participate with the RP-TA during project Quality Monitoring inspections and provide required resources and supporting information.
- 2.50.16** The Contractor shall include required security specifications in plans, requests for proposals and tender documentation.
- 2.50.17** The Contractor shall plan projects with appropriate milestones and decision points, in accordance with DND project management frameworks.
- 2.50.18** The Contractor shall co-operate and participate with the RP-TA during project Quality Monitoring inspections and provide required resources and supporting information.
- 2.50.19** The Contractor shall prepare project cost estimates consistent with appropriate industry practices, and as required, to support DND approval processes.
- 2.50.20** The Contractor shall provide information and support DND in determining whether proposed projects qualify as projects as defined by the *CEAA*, and whether an environmental effects evaluation is required.
- 2.50.21** The Contractor shall prepare and submit project initiation and planning documents to support government approval processes, in accordance with the requirements for the applicable Project Category, and as requested, including:
  - 2.50.21.1** Statements of requirement (SORs);
  - 2.50.21.2** Project charters, in accordance with DND requirements;
  - 2.50.21.3** Requirements definition and feasibility studies;
  - 2.50.21.4** Heritage Reviews;
  - 2.50.21.5** Short- and long-form Investment Analysis Reports (IARs), including:

- 2.50.21.5.1 Consideration of life cycle resource consumption and environmental burdens in project investment analyses,
- 2.50.21.5.2 Life cycle costing,
- 2.50.21.5.3 Evaluation of social impacts,
- 2.50.21.5.4 Mitigation of negative impacts; and
- 2.50.21.5.5 Completed CEAA checklists and environmental effects evaluations.

## **2.51 Monitor and Control Construction Project Performance**

- 2.51.1 The Contractor shall monitor and control project performance and change, ensuring that projects are delivered in accordance with AWRs:
  - 2.51.1.1 Ensure that accountability for outcomes is clear, controls appropriate to the level of project complexity and risk are in place, key project stakeholders are consulted, and outputs and outcomes are monitored and reported; and
  - 2.51.1.2 Provide additional project oversight requirements for selected projects, as requested.
- 2.51.2 The Contractor shall notify the RP-TA and obtain approval to proceed prior to undertaking modifications to projects that require approval, such as changes to the impact on base-building systems, scope, cost, schedule and occupants.
- 2.51.3 The Contractor shall measure cost, schedule and quality, track deviations from plan and provide associated performance data:
  - 2.51.3.1 Establish baseline estimated project costs using data indicated in the approved business case format for Category II projects to determine and improve estimating accuracy;
  - 2.51.3.2 Compare estimated and actual project costs and planned and actual schedules at project completion; and
  - 2.51.3.3 Indicate reasons for variances.
- 2.51.4 The Contractor shall provide monthly updates to the approved POP Listing, in accordance with the RPDRL, and participate in monthly project review meetings.

## **2.52 Execute Construction Projects**

- 2.52.1 The Contractor shall execute construction projects in accordance with AWRs.
- 2.52.2 The Contractor shall execute Category I projects, ensuring that they do not exceed the \$24,999 limit and the overall Category I project cost envelope of associated AWRs.
- 2.52.3 The Contractor shall execute Category II projects in accordance with the associated AWR for each project, and submit, for each project:
  - 2.52.3.1 An amended IAR at the final design stage prior to tendering, for acceptance;

**2.52.3.2** A request for approval to proceed to contract award if required by the associated AWR; and

**2.52.3.3** Other project execution deliverables as requested.

**2.52.4** The Contractor shall ensure that the structural, electrical, architectural, mechanical and functional integrity of buildings is maintained.

**2.52.5** The Contractor shall design and implement projects, incorporating materials, methods and workmanship standards consistent with existing architectural and heritage characteristics, building design, functional use and the DND's strategic direction for the building.

**2.52.6** The Contractor shall conduct more detailed planning and design work, as required, to respond to unanticipated conditions arising during the performance of physical work, including repairs, construction and, in some cases, deconstruction.

**2.52.7** The Contractor shall modify and refine schedules, work breakdown structures, cost plans and estimates, project plans, risk management plans and risk assessments prepared during the project identification stage.

**2.52.8** The Contractor shall protect against damage to building elements that define heritage character during construction activities.

**2.52.9** The Contractor shall submit completed monthly inventory data for Real Property Betterments upon completion of projects to be capitalized, in accordance with the RPDRL.

**2.52.10** The Contractor shall manage change to the organizational structure involved in providing the Management Services set out in this section of the SOW, required as a result of project implementation.

**2.52.11** The Contractor shall provide security design, construction and modification services and:

**2.52.11.1** Identify and incorporate security requirements applicable to each construction project stage; and

**2.52.11.2** Submit proposed changes to base-building physical security for approval by DND DSOs.

**2.52.12** The Contractor shall provide project-specific security services, and coordinate physical security services with those providing security services in support of projects delivered by third parties.

## **2.53 Provide Commissioning Services**

**2.53.1** The Contractor shall carry out commissioning activities in accordance with the associated AWR and the commissioning assessment conducted for each project, and:

**2.53.1.1** Prepare and implement a Commissioning Plan setting out commissioning activities to be conducted over the life cycle of the project;

- 2.53.1.2 Identify operational requirements, issues and concerns;
- 2.53.1.3 Provide input and comments during the design phase;
- 2.53.1.4 Develop commissioning specifications for testing of equipment, systems, subsystems and integrated systems;
- 2.53.1.5 Document the concept of operations;
- 2.53.1.6 Apply heritage conservation specialty knowledge, and engage regulatory authorities having jurisdiction;
- 2.53.1.7 Inspect and test equipment and systems;
- 2.53.1.8 Place equipment and systems in operation;
- 2.53.1.9 Balance equipment and systems;
- 2.53.1.10 Evaluate performance against the intended design specification;
- 2.53.1.11 Ensure the timely transfer of project documentation from the project team to those responsible for O&M, including warranty management documents, as-built drawings and updated base-building drawings;
- 2.53.1.12 Prepare and issue operating manuals; and
- 2.53.1.13 Train building operators.

## **2.54 Deliver Other Real Property Projects**

**2.54.1** The Contractor shall deliver other real property projects in accordance with the associated AWR, which may require application of specialized technical knowledge and expertise, analysis, and superior business and technical written communications competencies, including projects involving, for example:

- 2.54.1.1 Specialty areas associated with:
  - 2.54.1.1.1 Sustainability,
  - 2.54.1.1.2 Performance measurement,
  - 2.54.1.1.3 Architecture,
  - 2.54.1.1.4 Drafting services,
  - 2.54.1.1.5 Security,
  - 2.54.1.1.6 Interior design,
  - 2.54.1.1.7 Urban studies,
  - 2.54.1.1.8 Engineering,
  - 2.54.1.1.9 Heritage conservation and archaeological studies,
  - 2.54.1.1.10 Environmental considerations and contaminated sites, and
  - 2.54.1.1.11 Illumination.

**2.54.1.2** Application of conservation specialist knowledge and expertise for heritage assets, including:

**2.54.1.2.1** Recording of heritage assets and production of heritage recording reports,

**2.54.1.2.2** Studies to ensure understanding of historic construction, construction history, structural performance, material characteristics and conditions, building envelope performance and environmental impacts, and to determine primary causes of deterioration of heritage components and assemblies, and

**2.54.1.2.3** Documentation of baseline conditions;

**2.54.1.3** Conversion services to transfer hard-copy asset information to Computer Aided Design and Drafting (CADD) and other electronic formats;

**2.54.1.4** Studies and assessments as may be requested as an outcome of environmental assessments;

**2.54.1.5** Services and building studies not involving construction, including:

**2.54.1.5.1** Post-occupancy evaluations, and

**2.54.1.5.2** Coordination and planning of professional and technical specialized discipline services; and

**2.54.1.6** Professional and technical expertise pertaining to areas such as:

**2.54.1.6.1** The legislative environment,

**2.54.1.6.2** Feasibility studies, investigations and reports, and

**2.54.1.6.3** Documentation and communications services.

**2.54.2** The Contractor shall plan and manage other real property projects, as requested:

**2.54.2.1** Develop specific, appropriate approaches to the management of scope, schedule, cost and risk;

**2.54.2.2** Define processes and procedures;

**2.54.2.3** Incorporate specialized expertise and resources; and

**2.54.2.4** Provide required reporting and information and deliverables, as requested by the RP-TA.

## **2.55 Manage Project Warranties and Warranty Information**

**2.55.1** The Contractor shall manage project warranties until project close-out and provide warranty information to enable subsequent warranty management.

## **2.56 Manage Project Technical Information**

- 2.56.1** The Contractor shall develop and provide technical documentation produced as a result of projects or to record other building changes, as required, including:
- 2.56.1.1** Architectural, mechanical, structural and electrical drawings and specifications;
  - 2.56.1.2** Building Information Modeling (BIM) data;
  - 2.56.1.3** Shop drawings;
  - 2.56.1.4** As-built drawings;
  - 2.56.1.5** Single-line diagrams; and
  - 2.56.1.6** Other graphical representations.
- 2.56.2** The Contractor shall convert original information to electronic format, as requested, if changes are made to assets for which original drawings are in non-electronic or another form that is not compliant with accepted standards.
- 2.56.3** The Contractor shall manage DND-provided CADD drawings in accordance with the requirements of the most recent DND National CADD Standard and the Information Management Methodology:
- 2.56.3.1** Maintain drawings throughout the life cycle of projects;
  - 2.56.3.2** Ensure that drawings are filed with other project information; and
  - 2.56.3.3** Update drawings and return them on project completion using appropriate transmittal forms.
- 2.56.4** The Contractor shall provide electronic CADD master drawing files to the RP-TA in accordance with the RPDRL, including:
- 2.56.4.1** Mechanical, electrical, architectural and structural information from construction projects, for updating of CADD master files; and
  - 2.56.4.2** Single-line electrical diagram CADD master files.
- 2.56.5** The Contractor shall ensure that CADD construction drawings are available in accordance with DND CADD standards at the project tender stage, and transmit them to the RP-TA as requested.
- 2.56.6** The Contractor shall provide CADD as-built and record drawings and ensure that they represent the project as constructed.
- 2.56.7** The Contractor shall provide electrical diagrams:
- 2.56.7.1** Update single-line diagrams, and installation and other drawings after completion of work for buildings and multi-building sites, and ensure they are posted in the main electrical room, or where required by the users, in accordance with requirements of authorities having jurisdiction; and
  - 2.56.7.2** Ensure that electrical as-built and single-line drawings are kept current and in accordance with DND's Electrical Safety policy (DP-058).

- 2.56.8** The Contractor shall provide other project-specific information:
- 2.56.8.1** Assemble project specifications using appropriate information formats, typically in PDF format;
  - 2.56.8.2** Retain originals of signed tender drawings in a secure area not accessible to the public or labour resources involved in building operations;
  - 2.56.8.3** assemble and file drawings with other project information and project deliverables using the Information Management Methodology, and maintain an electronic list for ease of reference; and
  - 2.56.8.4** Send copies of drawings and other project-specific information to the RP-TA, as requested.
- 2.56.9** The Contractor shall provide Geometrics information as requested, in accordance with DND's National CADD Standard, TB and DND Policies on Information Management, TB Metadata Standards and the TB Standard on Geospatial Data.

## **2.57 Close Out Projects**

- 2.57.1** The Contractor shall submit completed Project Reports, other forms as requested by DND upon completion of projects and a final cost report to support the associated AWR.
- 2.57.2** The Contractor shall close out projects in accordance with the project plan, ensuring relevant stakeholder participation and sign-off.
- 2.57.3** The Contractor shall conduct project assessments covering the full scope of the PDR and in accordance with the RPDRL.
- 2.57.4** The Contractor shall conduct a project assessment for:
- 2.57.4.1** Category I projects based on a statistically valid, random sample of projects;
  - 2.57.4.2** Each Category II project; and
  - 2.57.4.3** Category III projects, as requested.
- 2.57.5** The Contractor shall use a Project Quality Checklist and Project Assessment Procedure, in accordance with the RPDRL, to validate project quality, including design, workmanship and materials, licences and permits, coordination and commissioning, project cost estimates and the project schedule and:
- 2.57.5.1** Tailor the Project Quality Checklist and the assessment procedure to the needs of each project to be reviewed prior to project execution;
  - 2.57.5.2** Complete the Project Quality Checklist at project completion;
  - 2.57.5.3** Provide performance data and an assessment of cost estimating, scheduling and scope results obtained against plan; and
  - 2.57.5.4** Submit the tabulated responses to the Project Quality Checklist, including an analysis of results and recommendations for rectifying deficiencies, and document lessons learned.

**2.57.6** The Contractor shall complete applicable documentation and include it in the Project File and:

**2.57.6.1** Ensure that as-built drawings are provided at the end of each project and that building drawings are current; and

**2.57.6.2** Conduct a project file review, complete the tailored Project File Checklist and ensure the Project File is complete.

**2.57.7** The Contractor shall demonstrate project completion and:

**2.57.7.1** Use a Generic Project Completion Survey for each Project Category to measure RP-TA satisfaction with project delivery services;

**2.57.7.2** Tailor the Project Completion Survey to the needs of each project to be surveyed prior to project execution;

**2.57.7.3** Conduct project completion surveys, including interviews with commissioning managers, for base-building projects; and

**2.57.7.4** Submit responses to project completion surveys, including an analysis of results and recommendations for further action to rectify deficiencies.

**2.57.8** The Contractor shall document lessons learned, ensuring that these are shared across the Contractor's project delivery services organization.

## **4 Develop Asset Management Plans and Facilities Condition Surveys, and Provide Building Condition Assessments**

### **2.58 General**

- 2.58.1** The Contractor shall develop Asset Management Plans (AMPs) and Facilities Condition Surveys (FCSs), and provide Building Condition Assessments (BCAs), in accordance with the accepted RP-SDR Specification and associated AWRs.
- 2.58.2** The Contractor shall develop supporting plans, processes and procedures for AMPs, FCSs and BCAs and include these in the RP-SDR.
- 2.58.3** A full description of the facilities, works, equipment and infrastructure is provided in the most recent Facilities Condition Assessment and accompanying documents, and are available to the Contractor to support their operations.
- 2.58.4** The Contractor shall develop AMPs and Level 2 and Level 3 BCRs in accordance with applicable policies and procedures and the RPDRL.
- 2.58.5** Undertake NWS Facilities Condition Surveys
- 2.58.6** The FCS is aimed at complementing the annual Trend Analysis Report set out in Part 4 – Sustainment of the SOW, and the FYO&SP to provide an overview of how the service life of NWS facilities is being sustained and support Transition Out activities.
- 2.58.7** The Contractor shall perform an NWS Facilities Condition Survey (FCS) on a five-year cycle referring to the reference provided. The Contractor shall complete the first FCS by Date of year three of the contract, for NWS Northern sites, LSSs and the SRD. Thereafter, sites are to be visited on a two-year cycle, with the updated FCS submitted by 30 November with the sites visited in that year. The Contractor shall ensure that findings not corrected at the time of the inspection are tracked to completion in the WMS. The Contractor shall report findings in accordance with the RPDRL, including at a minimum, the following information for each site:
- 2.58.7.1** Major maintenance initiatives which occurred, and how they impact the condition/life span of facilities;
  - 2.58.7.2** AWR work, and how it has affected the condition/anticipated life span of facilities;
  - 2.58.7.3** Historical CM listing, sorted by system;
  - 2.58.7.4** Historical PM listing, particularly PM that was missed.
- 2.58.8** The Contractor shall develop the FCSs drawing on the most recent previous FCS as a starting point, by 30 November of year three of the Contract, covering NWS Northern sites, LSSs and the SRD. Thereafter, the Contractor shall visit sites over a two-year period, submitting the updated FCS for the sites visited in that year. The Contractor shall track findings not corrected at the time of the inspection to completion in the NWS work Management System.

## **2.58.9 Prepare and Submit Active and Passive Fire Protection System PM Task Reports**

**2.58.9.1** Within six months of the Operational Start Date of the North Warning System sites, the Contractor shall prepare draft checklist documentation in electronic format for preventative maintenance inspection, testing, and maintenance tasks on active and passive fire protection and life safety systems. The Contractor shall draft electronic checklists to the RP-TA for review and acceptance prior to their use. The Contractor shall organize the Checklist according to the frequency of the PM task (i.e. frequency of the inspection, testing, and maintenance requirements) for each of the active and passive fire protection and life safety system as required within the latest editions of the following standards:

- 2.58.9.1.1** NFPA 12 for mechanical and electrical components of a Carbon Dioxide (CO<sub>2</sub>) Extinguishing System;
- 2.58.9.1.2** NFPA 25 for Water Based Fire Protection Systems Including Fire Pumps used for fire protection purposes;
- 2.58.9.1.3** NFPA 17 for Dry-Chemical Extinguishing Systems or NFPA 17A for Wet-Chemical Extinguishing Systems as part of a Kitchen Extinguishing System;
- 2.58.9.1.4** NFPA 96 for Kitchen Exhaust Hoods used for ventilation control as part of a Kitchen Extinguishing Systems;
- 2.58.9.1.5** NFPA 2001 for Clean Agent systems such as FM-200 Systems; and
- 2.58.9.1.6** ULC S536 for Fire Alarm Systems, Voice Communication Systems, and Fire Suppression Releasing Panels.

**2.58.9.2** The Contractor shall prepare reports within 15 days of completion of the PM task, and posted on-line. The Contractor shall provide reports to RP-TA for audit purposes within 5 business days of being requested.

## **2.58.10 Establish and Maintain NWS LRR Site Radar Tower Management Plan**

**2.58.10.1** The Contractor shall establish and maintain an NWS LRR Site Radar Tower Management Plan. The plan is to document the Contractor's approach to ensuring the life cycle of NWS LRR site radar towers extends beyond the end of the current contract. Incorporate the findings of previous tower studies as per Table 14-1 as applicable into the plan. The plan is to document at a minimum:

- 2.58.10.1.1** Cross reference to the preventive maintenance routines included in the NWS Preventive Maintenance Plan;
- 2.58.10.1.2** Cross references, as appropriate, to the Corrosion Prevention Plan, as per 14.C.1.c;
- 2.58.10.1.3** Include an inspection to CSA S37-01 Antennas, Towers, and Antenna-Supporting Structures on LRR site towers annually;
- 2.58.10.1.4** Implementation of non-destructive testing (NOT) on a minimum of 3 LRR site towers annually;

**2.58.10.2** The scope and approach to implementing repair of cracks found. FFP repair of cracks is subject to a Radar Tower CM Job Limit of \$50K per site annually. Where applicable, address towers at individual sites where a particular or unique issue exists or is otherwise discovered during the course of annual inspections, and what additional measures are proposed for that particular tower. The plan is containing an Annex which details the annual program for the current Fiscal Year. Starting in year 2, and for each year thereafter, the annual program is to incorporate lessons learned from implementation of the previous year's program.

**2.58.11** Submit NWS LRR Site Radar Tower Inspection Reports

**2.58.12** The Contractor shall submit inspection reports prepared as part of implementation of the NWS LRR Site Radar Tower Management Plan as per 14.C.3.d for each tower inspected/repared each year. The Contractor shall ensure that reports clearly detail the inspection and/or testing completed, repairs completed at the time of the inspection, or planned to be completed, and when they will be completed, submit these to the RP-TA no later than 30 November

## **5 Provide Fire Protection Services**

### **2.59 General**

- 2.59.1** The Contractor shall provide the following services: emergency operations, stand up and maintenance of Industrial Fire Brigade to fight incipient stage fires (in accordance with NFPA 600), fire protection and fire prevention.
- 2.59.2** The Contractor shall continually plan, develop and update a fire protection and fire prevention program, allowing inspections of Emergency Service related areas by the RP-TA and support audits by Canadian Forces Fire Marshall (CFFM).
- 2.59.3** Fire Prevention and Fire Protection Coverage includes Active and Passive Fire Protection systems installed throughout the NWS as described in the 2009 Baseline Study.
- 2.59.4** The Contractor shall ensure that emergency response personnel are available 'on call' at LSS-C, LSS-F and at attended LRR sites on a 24/7 basis.

### **2.60 Safety Provisions**

- 2.60.1** The Contractor shall ensure that employees are in possession of clothing appropriate to the extreme weather conditions for operations at NWS sites under.
- 2.60.2** The Contractor shall initiate emergency procedures as provided in the Contractor's Emergency Services Plan in the event of disaster, breakdown or contamination.
- 2.60.3** The Contractor shall comply with measures not otherwise specified in this contract, but which are consistent with prudent management and industry practices.
- 2.60.4** The Contractor shall provide personnel with Personal Protective Equipment (PPE) and ensure site visitors comply with PPE requirements.

### **2.61 Implement the Fire Services Plan**

- 2.61.1** The Contractor shall implement the Fire Services Plan (FSP) and provide an Industrial Fire Brigade trained to Perform Incipient Level Fire Fighting.
- 2.61.2** The Contractor shall ensure that each LSS has the capability to form a fire brigade consisting of, at a minimum, one fire brigade leader, one assistant fire brigade leader, and fire brigade members to respond to fire alarm conditions. A brigade shall be available at all times at LSS-C, LSS-F and attended LRR sites.

### **2.62 Respond to Fire Alarms**

- 2.62.1** The Contractor shall respond to fire alarms with a fire brigade. In the event that the alarm is the result of a fire, as opposed to a false alarm, the brigade shall provide incipient firefighting, and if warranted, activate the Emergency Response Plan. The Contractor shall submit fire incident reports for each alarm, including false alarms,. Conduct a fire investigation in the event of a fire.

### **2.63 Conduct Portable Fire Extinguisher Training (PFET)**

**2.63.1** The Contractor shall ensure that LSS resources who are not part of the fire brigade, Contractor labour resources who occasionally visit LSSs, LRR sites and/or SRR sites and other labour resources under the Contractor's authority who will be working and living on NWS sites receive Portable Fire Extinguisher Training (PFET), and receive instruction on fire safety in their areas of responsibility. The Contractor shall provide labour resources in this category with PFET within 24 hours of arriving on a site shall receive, and refresh PFET training on a four-year cycle. The Contractor shall ensure that labour resources receive a training certificate/card upon completion of the training.

## **2.64 Perform Fire Warden Inspections**

**2.64.1** The Contractor shall perform daily Fire Warden Inspections at sites while attended, including community based LSS's (i.e. LSS-I, LSS-Q, and LSS-G), to ensure that labour resources under its authority are not exposed to avoidable hazards. The Fire Warden shall immediately correct unsafe conditions. The Contractor shall track deficiencies that cannot be readily corrected through the WMS to completion. The Contractor shall conduct inspections based on a checklist tailored to the unique characteristics of each NWS site. As a minimum, the Contractor shall ensure that inspections include the following:

**2.64.1.1** Ensuring exits and fire escapes are clearly marked, function properly and are unencumbered;

**2.64.1.2** Interior and exterior fire protection systems are active, and there are no trouble alarms on fire panel;

**2.64.1.3** Fire protection equipment is in place;

**2.64.1.4** Work sites are cleaned up at the end of the day, and combustible materials are properly disposed of; and

**2.64.1.5** Circumstances under which a fire picket will be established based on the Fire Warden identifying a significant fire risk which cannot be readily corrected.

**2.64.2** The Contractor shall annotate the Fire Warden checklist with the name of the Fire Warden, the date, site, findings, actions taken or pending, and work orders and/or ESRs opened to track outstanding deficiencies. The Contractor shall retain checklists in accordance with the RPDRL and submit these on request to the RP-TA.

## **2.65 Practice Fire Drills**

**2.65.1** The Contractor shall practice fire drills in accordance with the National Fire Code of Canada to ensure that labour resources under its authority are aware of, and have the necessary knowledge of the action to be taken in the event of fire. The Contractor shall conduct drills, at a minimum, as follows:

**2.65.1.1** Semi-annually at LSS-I and LSS-Q;

**2.65.1.2** Quarterly at LSS-C and LSS-F; and

**2.65.1.3** Within 48 hours after an LRR site is attended, and monthly thereafter until the site is unattended.

**2.65.2** Note that fire drills at LSS-G are conducted by 5 Wing Goose Bay fire department. The Contractor shall record fire drill scenarios and the results of the drill in a log and submit in accordance with the SDRL and submit the log to the RP-TA upon request.

## **2.66 Conduct Fire Prevention and Life Safety Inspections**

**2.66.1** The Contractor shall conduct Fire Prevention and Life Safety Inspections at NWS locations as follows:

**2.66.1.1** Semi-annually;

**2.66.1.2** LRR sites - annually;

**2.66.1.3** Sites - a minimum of 2 sites inspected annually per Zone, with different sites being visited in subsequent years until site in the Zone have been inspected;

**2.66.1.4** SRO - annually;

**2.66.1.5** NWSCC - semi-annually; and

**2.66.1.6** NWSSC - semi-annually.

**2.66.2** The Contractor shall ensure that inspections include, at a minimum:

**2.66.2.1** An inspection of buildings to NFC classification and RAMM 10 Section 4 (or replacement);

**2.66.2.2** Assurance of compliance, adequacy, quality and diligence of field level inspections being completed by Fire Wardens;

**2.66.2.3** Fire evacuation drills to ensure resources knowledge and level of training;

**2.66.2.4** Review the fire services plan to confirm its applicability and currency;

**2.66.2.5** Training to on-site resources as required; and

**2.66.2.6** Assessment of the fire protection facilities, and recommendations for improvements.

**2.66.3** The Contractor shall submit Fire Prevention Inspection reports in accordance with the RPDRL and track findings not corrected at the time of the inspection to completion within six months in the WMS.

## **2.67 Issue Hot work or Other Hazardous Process Permit**

**2.67.1** The Contractor shall issue Hot work or other Hazardous Process Permit to labour resources under its authority carrying out burning/welding/cutting operations. The Contractor shall check and inspect the area for hazards when hot work or hazardous process are being undertaken prior to and following hot work or hazardous process operations as required by the NFCC. The Fire Services Officer shall retain a copy of Hot work Permits and submit these the RP-TA upon request.

## **2.68 Conduct Fire Investigations**

**2.68.1** If an alarm is an actual fire, the Fire Services Officer shall conduct fire investigations as per OAOO 4007-1 and NFPA 921. The Fire Services Officer shall notify the CFFM immediately in the case of a Cat 1 fire, secure the fire scene, and await direction from the CFFM. The Contractor shall submit fire Investigation Report in accordance with the RPDRL.

## **2.69 Review of Project Files**

**2.69.1** The Fire Services Officer shall review project files to ensure compliance of the designs and the approach to implementation to the required references stated in this SOW. The Contractor shall include a signed Fire Marshal Certificate in each file in accordance with the RPDRL.

## **2.70 Provide Fire Protection Services Records and Deliverables**

**2.70.1** Establish and Maintain a Fire Services Plan

**2.70.2** The Contractor shall establish and maintain a Fire Services Plan (FSP) including the following:

**2.70.2.1** An organizational statement,

**2.70.2.2** Identification of emergency services personnel (including industrial fire brigade personnel),

**2.70.2.3** Roles and responsibilities of the command structure,

**2.70.2.4** Fire training, fire prevention inspection, response to fires:

**2.70.2.4.1** At unattended LRR sites and SRR sites, as received by the Contractor's 24/7 organization,

**2.70.2.4.2** Fire incidents from attended sites where a full industrial fire brigade is present,

**2.70.2.4.3** Fire investigation, and a detailed description and physical location of the fixed and portable fire protection equipment and systems.

**2.70.3** The Contractor shall review and update the FSP every two years in accordance with the RPDRL. The Contractor shall distributed controlled copies to each LRR, each LSS, the NWSSC, the NWSCC, the CMO and Canada.

**2.70.4** Provide a Fire Brigade Organization Chart

**2.70.5** The Contractor shall provide a Fire Brigade organization chart indicating the positions of personnel on the fire brigade. The LSS Manager shall have contact information for brigade members on hand for after hour's calls. Organization charts are to be located outside the main office of the site manager for each zone.

**2.70.6** Submit Fire Drill Logs

- 2.70.7** The Contractor shall submit fire drill logs to the RP-TA upon request within two business days.
- 2.70.8** Submit Fire Prevention Inspection Reports
- 2.70.9** The Contractor shall submit Fire Prevention Inspection Reports, as detailed in the RPDR, no later than 20 working days following the inspection
- 2.70.10** Maintain Fire Safety Plans
- 2.70.11** The Fire Services Officer shall prepare and maintain Fire Safety Plans using the ONO Fire Safety Plan template. The Contractor shall distribute and update Fire Safety Plans in accordance with the National Fire Code of Canada for each site. The Contractor shall review and update Fire Safety Plans at a minimum annually or more frequently as circumstances warrant. Fire safety Plans for LSS-G will be done by the ONO Goose Bay Fire Department
- 2.70.12** Submit Fire Incident Reports
- 2.70.13** The Contractor shall submit initial and follow-up reports for fire incidents. The Contractor shall submit the initial report within six hours of the incident occurring, with follow-up reports submitted as required until the incident has been fully investigated, and corrective action has been completed.
- 2.70.14** Submit Fire Warden Checklists
- 2.70.15** The Contractor shall submit Fire Warden Checklists as requested by the RP-TA within two business days.
- 2.70.16** Maintain a Log of Fire Alarm and Fire Protection System Malfunction Alarms
- 2.70.17** The Contractor shall maintain a log of fire alarms and fire protection system malfunction alarms, including at a minimum:
- 2.70.17.1** The name of the individual making the entry,
  - 2.70.17.2** The site, date, time, alarm details,
  - 2.70.17.3** Immediate actions taken upon receipt of the alarm, and
  - 2.70.17.4** The ESR or work Order opened to track the alarm, and the time the log entry was completed.
- 2.70.18** The Contractor shall complete the entry for each alarm event within 12 hours after occurrence, and provide the RP-TA with a copy of the log upon request within two business days.
- 2.70.19** The Contractor shall submit Fire Marshal Certificates for project files.
- 2.70.20** Submit Fire Investigation Reports
- 2.70.21** The Contractor shall submit fire investigation reports in accordance with the requirements of DAOD 4007-1 and NFPA 921. The Contractor shall update the Risk Management Plan on completing and reviewing the report, or sooner if warranted, to eliminate or otherwise mitigate the chance of reoccurrence.

## **6 Provide Environmental Management Services**

### **2.71 General Requirements**

- 2.71.1** The Contractor shall manage the provision of environmental services using the EMS, adhere to the policies and procedures set out in the SOW, comply with applicable legislation, and undertake the following functions as they relate to environmental matters in accordance with applicable references:
- 2.71.1.1** Define and ensure currency of regulatory and contractual requirements;
  - 2.71.1.2** Establish environmental policy, procedures, objectives, and targets;
  - 2.71.1.3** Develop and implement training programs;
  - 2.71.1.4** Ensure the proper selection, transport, handling, and storage of hazardous materials and manage their disposal;
  - 2.71.1.5** Ensure the proper handling, storage, transport, and disposal of non-hazardous waste;
  - 2.71.1.6** Maintain proper procedures for erosion control and natural resource protection;
  - 2.71.1.7** Perform internal audits of performance and status;
  - 2.71.1.8** Identify required corrective and preventive actions;
  - 2.71.1.9** Conduct environmental impact assessments and define technical specifications;
  - 2.71.1.10** Establish and manage a spill response program;
  - 2.71.1.11** Perform remediation projects (existing and new);
  - 2.71.1.12** Maintain the workplace Hazardous Material Information System (WHMIS);  
and
  - 2.71.1.13** Communicate with senior management, the RP-TA, and other agencies.
- 2.71.2** Existing environmental conditions are described in the existing EPP for the NWS. Sites conditions survey/baseline information will additionally contain descriptions of existing environmental conditions.
- 2.71.3** Currently, the environmental oversight requirement is fulfilled by a dedicated Environmental Section. In addition to interacting with the RP-TA, the Environmental Section liaises with the Federal, Provincial and Territorial regulatory agencies.
- 2.71.4** The Contactor shall designate emergency contacts for environmental matters and ensure they are available 24/7/365.
- 2.71.5** The Contactor shall ensure that the Environmental Protection (EP) portion of this contract is managed by a qualified person as set out in Table 1: Real Property Resource Qualification Requirements.
- 2.71.6** The Contractor shall ensure that each person responsible for the handling or shipment of hazardous waste and materials is qualified regarding hazardous waste management as required by Federal Regulations, and ensuring that personnel responsible for the proper packaging and shipping of hazardous materials for transportation have appropriate certifications.

- 2.71.7** The Contractor shall ensure that employees responsible for the hazardous waste packaging function possess a recognized certification in the Transportation of Dangerous Goods Act (TOGA.)
- 2.71.8** The Contractor shall ensure that employees responsible for hazardous waste handling and for the maintenance of the storage facilities have received the 40-Hour Hazardous Waste Operations and Emergency Response Training (HAZWOPER) or equivalent.
- 2.71.9** The Contractor shall ensure that members of the Environmental Audit team have sufficient educational background and years of relevant experience; the degree of involvement and roles in similar projects must be identified. The Contractor shall ensure that the audit team is led by an employee of the firm certified with the Canadian Environmental Certification Approvals Board (CECAB) as a Certified Environmental Auditor (CEA.) The Contractor shall ensure that other factors are considered in assuring the adequacy of personnel qualifications, in addition to CEA certification, include experience in conducting environmental compliance audits on federal facilities on DND bases and the type and complexity of audits they have conducted.
- 2.71.10** The Contractor shall liaise on environmental matters as required with outside agencies, including federal, territorial and provincial governments regarding compliance, permits, inspections and emergencies.
- 2.71.11** The Contractor shall provide Environmental Awareness and Protection training to labour resources under its authority in accordance with the CTS at least once by the end of the Transition-In period for initial personnel. The Contractor shall provide such training to follow-on personnel within three months of coming on strength.
- 2.71.12** The Contractor shall exercise due diligence and provide environmental stewardship in accordance with DND's policies and applicable Federal, Provincial and Territorial legislation. Of note, regulations such as the Storage Tank System (STS) Regulations and Nunavut Water License do not distinguish between Owner and Operator when violations occur
- 2.71.13** The Contractor shall comply with applicable environmental legislation, and meet the requirements of applicable environmental policies and related guidance.
- 2.71.14** The Contractor shall report on environmental activities in accordance with the RPDRL and collect, maintain and make available environmental data, as requested, using appropriate, industry-recognized tools such as GREEN UP, Leadership in Energy and Environmental Design (LEED) and Green Globes tools.
- 2.71.15** The Contractor shall conduct environmental performance assessments for individual buildings on a five-year cycle, using an acceptable industry-recognized tool such as LEED EB: O&M.
- 2.71.16** The Contractor shall undertake approved work to meet DND SDS targets, monitor progress and report quarterly, and as requested, on performance against these plans.
- 2.71.17** The Contractor shall support DND in meeting DND's Environmental Compliance Monitoring Program (ECMP).
- 2.71.18** The Contractor shall provide information and support DND in determining whether proposed activities qualify as projects as defined by the *Canadian Environmental Assessment Act (CEAA)* and whether an environmental assessment is required.

- 2.71.19** The Contractor shall comply with mitigation measures and follow-up requirements, as requested, consequent to environmental assessments of projects.
- 2.71.20** The Contractor shall provide support, identify requirements and undertake work to ensure compliance with the *Canadian Environmental Protection Act* and other applicable environmental legislation, such as the *Transportation of Dangerous Goods Act*, the *CEAA*, the *Species at Risk Act*, the *Navigable Waters Protection Act*, the *Canada Water Act* and the *Fisheries Act*.
- 2.71.21** The Contractor shall collect, maintain and make available environmental performance data, as requested, and:
- 2.71.21.1** Ensure that data is available no later than May 1; and
  - 2.71.21.2** Conduct environmental benchmarking, reporting and data management services, as requested.
- 2.71.22** The Contractor shall apply prudent environmental processes and practices, and use environmentally friendly products in the delivery of services.
- 2.71.23** The Contractor shall conduct annual compliance self-assessments for individual assets and buildings to identify non-compliance.
- 2.71.24** The Contractor shall support DND in conducting Quality Monitoring and process audits as set out in DND guidance documents, as requested, including demonstration of adequacy in supporting DND's ECMP and external audits conducted on behalf of the RP-TA to confirm the adequacy of the EMS for the duration of the Contract.
- 2.71.25** The Contractor shall respond to Quality Monitoring findings and adjust the EMS accordingly during the Contract Period.
- 2.71.26** The Contractor shall recycle construction materials as part of non-hazardous waste management and recycling.
- 2.71.27** The Contractor shall identify opportunities and make recommendations to reduce greenhouse gas emissions to meet requested targets as part of the ABP development processes.

## **2.72 Provide Halocarbon Management Services**

- 2.72.1** The Contractor shall manage halocarbons, and meet DND reporting requirements in accordance with the Environmental Code of Practice on Halon 1/RA-3. The Contractor shall implement a Halocarbon Management Plan, update the Halocarbon Inventory and prepare semi-annual Environment Canada Halocarbon Reports in accordance with the RPDRL.

## **2.73 Conduct Environmental Assessments and Audits**

- 2.73.1** The Contractor shall complete Environmental Impact Assessments (EIAs) and screen proposed projects, programs and activities for potential environmental impacts in accordance with CEAA and territorial environmental assessment acts. Appropriate mitigation measures for potential impacts will be identified and included in project specifications. Projects not captured by CEAA or territorial environmental assessment acts will require "due diligence" EIAs to be generated.
- 2.73.2** The Contractor shall Conduct annual Environmental Audits for NWS sites and ensure that the auditing program includes assessments of the Contractor's conformance to procedures and guiding documents and examinations of the physical status of NWS sites, including the sampling of contaminated sites. Maintain audit records online. Findings not corrected at the time of the inspection shall be entered into the Contractor's work Management System and tracked until corrective action has been completed. Sites are to be audited over a two-year period. Upon completion of the audits, review Risk Registers in the Risk Management Plan and update accordingly for those conditions that currently conform to standards, but pose potential risks warranting corrective actions.

## **2.74 Meet Environmental Management AWR Requirements**

- 2.74.1** In the event that the cost of response/remediation activities to an environmental incident exceeds the amount of the insurance deductible for such occurrences, the RP-TA may request a proposal to complete the response/remediation activities as IQ.

## **2.75 Provide Environmental Services Records and Deliverables**

### **2.76 General**

- 2.76.1** The Contractor shall ensure that its Environmental Management System (EMS) meets the needs of the services described in this Part of the SOW, including
- 2.76.1.1** The Environmental Protection Plan (EPP),
  - 2.76.1.2** Quarterly Environmental Information Update Reports,
  - 2.76.1.3** Annual environmental objectives and targets maintained in an Environmental Aspects and Impacts database,
  - 2.76.1.4** The Legal and Other Requirements Database, and
  - 2.76.1.5** The semi-annual Environmental Status Reports.
- 2.76.2** Maintain Solid Waste Management Records
- 2.76.3** The Contractor shall establish and maintain a HAZMAT General Management Plan and review it annually, at a minimum, in conjunction with updates to the EPP, or more frequently as circumstances warrant.
- 2.76.4** Maintain HAZMAT Records
- 2.76.5** The Contractor shall retain HAZMAT inventory as required by the HAZMAT General Management Plan, in in electronic format, and describe HAZMAT on the NWS by type and by site, ensuring that it is current within 15 business days of a change.

- 2.76.6** The Contractor shall establish and maintain a Storage and Tracking of Waste HAZMAT Plan in accordance with the RPDRL. The Contractor shall review the plan at a minimum annually, or more frequently as circumstances warrant, in conjunction with updates to the EPP.
- 2.76.7** The Contractor shall retain an inventory of HAZMAT by type and by site as required by the Storage and Tracking of Waste HAZMAT Plan. The inventory shall be in electronic format, and updated continually as HAZMAT is generated through normal site operations, ensuring that it is current within 15 business days of a change. The Contractor shall submit the inventory, in whole or in part, the RP-TA upon request within two business days.
- 2.76.8** The Contractor shall submit annual waste HAZMAT storage area inspection checklists as required by the Storage and Tracking of Waste HAZMAT Plan, ensuring that checklists to be completed by 30 September.
- 2.76.9** The Contractor shall submit a Hazardous Waste Report in accordance with the RPDRL containing details of Hazardous Waste handling, locations and disposal, including waste descriptions and quantity of waste types.
- 2.76.10** Develop and Maintain Procedures and Protective Measures for Solid Waste Management
- 2.76.11** The Contractor shall establish and maintain procedures and protective measures for solid waste management in accordance with the RPDRL. The Contractor shall review the procedures at a minimum annually in conjunction with updates to the EPP, or more frequently as circumstances warrant.
- 2.76.12** Obtain and Retain Permits and Licenses
- 2.76.13** The Contractor shall retain the following:
- 2.76.13.1** Permits to operate in Ivvavik National Park,
  - 2.76.13.2** Annual domestic water consumption records,
  - 2.76.13.3** Annual sewage effluent test results, and
  - 2.76.13.4** Annual NWB licenses reports for BAF-3, DYE-M, FOX-M, FOX-3, CAM-M and CAM-3.

## **2.77 Maintain Halocarbon Management Records**

- 2.77.1** The Contractor shall establish and maintain a Halocarbon Management Plan and review the plan at a minimum annually in conjunction with updates to the EPP, or more frequently as circumstances warrant.
- 2.77.2** Retain NWS Halocarbon Inventory
- 2.77.2.1** The Contractor shall retain NWS Halocarbon Inventory detailed in Halocarbon Management Plan, and as provided by the RP-TA. The inventory is to be updated as halocarbon containing equipment changes. The Contractor shall ensure that the inventory is accurate within 10 business days of change to halocarbon containing equipment.
- 2.77.3** Submit Semi-annual EC Halocarbon Release Reports

**2.77.3.1** The Contractor shall submit semi-annual reports to Environment Canada for halocarbon releases greater than 10kg, but less than 100kg in addition to reporting halocarbon incidents. The Contractor shall submit reports annually by 31 January and 31 July.

**2.77.4** The Contractor shall Retain Assessments & Audits.

**2.77.5** The Contractor shall submit EIAs.

**2.77.6** The Contractor shall establish and maintain an EIA listing for completed and active EIAs which contain, at a minimum, the following information:

**2.77.6.1** Project number or other unique identifier;

**2.77.6.2** Project title;

**2.77.6.3** Type (preliminary or final);

**2.77.6.4** Status (active or complete).

**2.77.7** Submit Site Environmental Audit Reports.

**2.77.8** Submit NWS site environmental audit reports every two year by submitted by 30 October of the audit year.

**2.77.9** The Contractor shall manage contaminated sites and hazardous waste, as requested:

**2.77.9.1** Advise the RP-TA when seeking permits and arranging for the removal or disposal of Polychlorinated Biphenyls (PCBs); and

**2.77.9.2** Arrange, as requested, for the collection, storage, transfer and final disposal of hazardous waste as defined by the legislative authority having jurisdiction, in accordance with legislative requirements and DND practices, provided these are not in conflict with applicable law, and in case of conflict, seek guidance from respective legislative authorities.

**2.77.10** The Contractor shall identify species at risk and advise the RP-TA accordingly.

**2.77.11** The Contractor shall employ effective processes and practices for:

**2.77.11.1** managing POL and associated storage tanks, including preparing and maintaining the records required by the regulations and preparing and submitting the necessary forms associated with storage tank system installation, withdrawal or removal in accordance with the RPDRL, for DND real property assets as requested by the RP-TA;

**2.77.11.2** Managing asbestos;

**2.77.11.3** Implementing integrated pest management;

**2.77.11.4** Reducing water consumption;

**2.77.11.5** Managing water runoff;

**2.77.11.6** Managing wastewater;

**2.77.11.7** Minimizing paper consumption; and

**2.77.11.8** Managing other environmental concerns and initiatives, as requested.

**2.77.12** The Contractor shall include environmental emergency response planning input as part of building-specific environmental emergency response plans in emergency planning and take immediate action to manage and mitigate the impact of environmental incidents and emergencies.

**2.77.13** The Contractor shall maintain an Inventory of Regulated Systems, Building Equipment and Components documented in accordance with the RPDRL.

## **2.78 Provide Environmental Planning Services**

**2.78.1** As further detailed below, the Contractor shall develop the following plans in accordance with the RPDRL:

**2.78.1.1** An Environmental Protection Plan (EPP);

**2.78.1.2** A Spill Response Plan;

**2.78.1.3** A Spill contingency Plan for POL and hazardous material spills;

**2.78.1.4** Storage and Tracking of Waste HAZMAT Plan; and

**2.78.1.5** Hazardous Materials General Management Plan.

## **2.79 Document and Maintain Environmental Information**

**2.79.1** The Contractor shall prepare quarterly Environmental Information update reports to document new or modified fuel tanks or tank systems, landfills and contaminated sites. "NIL" reports are required. Submit reports in accordance with the RPDRL.

**2.79.2** The Contractor shall prepare and implement annual environmental objectives for review and acceptance by the RP-TA, such that these serve as overall environmental goals consistent with the environmental policy detailed in the EMS, and associated targets which detail performance requirements which arise from the environmental objectives. The Contractor shall establish objectives and associated targets to realize improvement in environmental performance of NWS operations. The Contractor shall select objectives and targets that can be implemented within a single year, or be part of a multi-year initiative with well-defined annual milestones. The Contractor shall include a narrative regarding the status of each of the previous year's objectives and targets and, if objectives or targets have not been met, providing the reasons why.

**2.79.3** Update Environmental Aspects and Impacts Database

**2.79.4** The Contractor shall update environmental aspects and impacts database as provided by the RP-TA. The Contractor shall review NWS work, work methods and procedures to determine if new or previously unidentified aspects and impacts are identified, and update the database accordingly. The Contractor shall develop appropriate preventive or mitigating measures, and integrate these measures into NWS operations.

**2.79.5** The Contractor shall review and update the database annually, or more frequently as circumstances warrant. The Contractor shall ensure a current version of the aspects and impacts database is available at all times.

**2.79.6** Update Legal and Other Requirements Database

**2.79.7** Update the Legal and Other Requirements database as provided by the RP-TA. The database is specific to environmental subject matter, and contains the federal, provincial, and territorial legislation and other requirements, such as regulations, guidelines and codes of practice that apply to NWS activities. The Contractor shall monitor for new or amended regulations, guidelines and codes of practice which could affect NWS operations, and include these updates in the database as required. The Contractor shall ensure that NWS operations comply with regulatory requirements and that a current version of the Legal And Other Requirements Database is available as all times.

**2.79.8** Prepare Semi-annual Environmental Status Reports

**2.79.9** The Contractor shall prepare a semi-annual report in accordance with the RPDRL, summarizing environmental program activities performed at NWS sites during the reporting period, including updates organized according to the following sections:

**2.79.9.1** Fuel spills;

**2.79.9.2** Listing of active LUC 74 work orders on the POL infrastructure sorted by site;

**2.79.9.3** Wildlife encounters;

**2.79.9.4** Halocarbon release;

**2.79.9.5** Environmental impact assessments;

**2.79.9.6** On-site waste PCB materials awaiting disposal;

**2.79.9.7** Training programs (# people trained);

**2.79.9.8** Quality control (inspections completed, non-conformances observed and closed); and

**2.79.9.9** Conclusions and recommendations.

## **2.80 Manage Environmental Incidents**

**2.80.1** The Contractor shall prepare environmental incident reports in accordance with the RPDRL. Where the incident is a spill, the Contractor shall implement the Spill Contingency Plan.

**2.80.2** The Contractor shall maintain spill kits at NWS radar sites with contents as set out in the EPP and associated Spill Contingency Plan and implement the Spill Contingency Plan for POL and hazardous materials spills for such incidents.

**2.80.3** The Contractor shall conduct spill sampling and assessment to delineate the extent of a spill, and to determine the rate of remediation of an existing or legacy spill.

**2.80.4** The Contractor shall provide Spill Response training to LSS resources and POL technicians with topics including as a minimum, types and causes of spills possible at NWS sites, reporting procedures, spill kit familiarization, spill response actions for a variety of scenarios, post-spill site assessment, post-spill review, and health and safety. The Contractor shall incorporate training requirements into the Environmental Protection Plan. Instruction methods will include lectures, audio-visual presentations, and field simulations exercises. The Contractor shall provide regenerative training on a two-year cycle.

**2.80.5** The Contractor shall perform simulated spill response exercises at least annually, based on scenarios developed by Environmental Services resources, for a spill of a size and location that poses a direct threat to fish habitat. The purpose of the simulation is to test contingency response procedures and identify areas of activity requiring improvement, as well as ensuring resources preparedness. The Contractor shall record results of the simulation for review by the Contractor and the RP-TA.

## **2.81 Manage Solid Waste**

**2.81.1** The Contractor shall implement the Hazardous Materials General Management Plan and Storage and Tracking of Waste HAZMAT Plan.

**2.81.2** The Contractor shall provide Transportation of Dangerous Goods (TOG) training by road, sea and/or air to labour resources under its authority involved in the transport of dangerous goods, as per the appropriate CTS.

**2.81.3** The Contractor shall collect and dispose of general/non-hazardous wastes off site. Open burning of waste is forbidden. The Contractor shall comply with requirements of the license with respect to the disposal of solid waste where the site is governed by an NWB license. The Contractor shall clean up spillage of non-hazardous wastes resulting from handling during collection and disposal. Most non-hazardous waste in each Zone can be brought back to the host LSS for disposed of in Inuvik, Cambridge Bay, Hall Beach, Iqaluit and Goose Bay, subject to the Contractor having agreements in place with those communities.

**2.81.4** The Contractor shall provide properly labelled containers for HAZMAT waste at each NWS site in accordance with Federal/Territorial regulations.

## **2.82 Obtain Permits and Licenses**

**2.82.1** The Contractor shall obtain, or as required, assist the RP-TA in obtaining required permits for the services covered in the SOW, for example Nunavut Water Board licenses. The Contractor shall coordinate with Parks Canada to secure required permits for access to BAR-1 and BAR-B as required for O&M activities.

**2.82.2** The Contractor shall comply with special requirements for O&M of SRR BAR-B (Stokes Point) and SRR BAR-1 (Komokuk Beach) located in Ivvavik National Park, Yukon Territory, as these have been identified in the Inuvialuit Final Agreement (IFA) and in the Cooperation Agreement between the Inuvialuit Regional Corporation and the DND. The Cooperation Agreement allowed for the construction of the Stokes Point SRR site under the conditions that the site:

**2.82.2.1** Would not damage wildlife or wildlife habitat;

**2.82.2.2** Would not infringe upon native land use; and

**2.82.2.3** Would adhere to Parks Canada rules and procedures for the National Park.

**2.82.3** BAR-1 (Komakuk Beach) SRR site was constructed prior to the expansion of the park boundaries and is now subject to the National Parks Act and associated regulations. The Contractor shall manage BAR-1 according to regulations in effect for Ivvavik National Park.

**2.82.4** The Contractor shall administer Nunavut Water Board (NWB) licenses for PIN-3, CAM-MAIN, CAM-3, FOX-MAIN, FOX-3, DYE-MAIN and BAF-3, submit reports in accordance with the RPDRL and undertake the following:

**2.82.4.1** Continually audit NWS work being performed against the requirements of the licenses to guarantee compliance;

**2.82.4.2** Where work planned has the potential to conflict with the requirements of the NWB license, the contractor shall prepare plans to modify the work to comply with the license;

**2.82.4.3** Have a qualified person attend site inspections conducted by an NWB representative every two years, and assist the NWB inspector as required;

**2.82.4.4** Monitor domestic water consumption for each LRR site governed by an NWB license:

**2.82.4.4.1** Ensure annual maximum site usage does not exceed that allowed by the license,

**2.82.4.4.2** Investigate instances of excessive use to ensure that it is justified, and

**2.82.4.4.3** Retain domestic water consumption records and include explanations for excessive usage in the annual report.

**2.82.4.5** Monitor sewage effluent for each LRR site governed by an NWB license:

**2.82.4.5.1** Investigate root causes for sewage sample results outside of acceptable parameters,

**2.82.4.5.2** Develop and implement corrective actions,

**2.82.4.5.3** Retain sewage effluent test results, and

**2.82.4.5.4** Include sewage effluent test results in the annual report.

**2.82.4.6** Prepare NWB license annual reports including:

**2.82.4.6.1** A summary of water use and waste disposal activities,

**2.82.4.6.2** A list of unauthorized discharge activities and follow up actions taken,

**2.82.4.6.3** Revisions to the spill contingency plan including contact information,

**2.82.4.6.4** A description of progressive and or final reclamation work undertaken,

**2.82.4.6.5** A progress report for the remediation of contaminated soil including clean-up activity and monitoring results,

**2.82.4.6.6** A summary of information requested and monitoring results; and

**2.82.4.6.7** Additional information as may be requested by the Water Board.

## 7 Provide Work Deliverables

### **2.83 General**

- 2.83.1 The Contractor shall prepare, maintain and submit the deliverables set out in the RPDRL in accordance with the requirements of this section of the SOW, associated AWRs and the most current versions of this section of the SOW IM/IT Standard and the Real Property Contract Deliverable Item Descriptions Standard.
- 2.83.2 The Contractor shall seek direction from the RP-TA if deliverable requirements are not clear.
- 2.83.3 The Contractor shall propose formats for acceptance for deliverables numbered “CG-XX” for which a Deliverable Item Description (DID) is not prescribed.
- 2.83.4 The Contractor shall use existing Contractor documents and formats wherever possible to fulfill DID requirements, drawing to the maximum extent possible on existing information contained in Contractor documentation and systems.

### **2.84 Meet RPDRL and DID Requirements**

- 2.84.1 The Contractor shall prepare deliverables to meet RPDRL item and associated DID requirements, as requested:
  - 2.84.1.1 *Original document*: maintain official final documents and transfer these to the RP-TA for archiving, as required and on completion of projects;
  - 2.84.1.2 *Master copy*: submit signed official file copies in the form in which they are intended to be distributed; and
  - 2.84.1.3 *Copies*: submit printed media copies of deliverables, as specified in the associated AWR, in a condition suitable for immediate distribution.
- 2.84.2 The Contractor shall keep electronic documents and data in native format and provide deliverables as set out in associated AWRs in:
  - 2.84.2.1 Hard copy format, ensuring that reproduced copies show actual signatures in lieu of electronic signatures; and
  - 2.84.2.2 Electronic format, which should include an indication of the signature and the date the document was signed.
- 2.84.3 The Contractor shall maintain document deliverables in the following native formats:
  - 2.84.3.1 PDF files, as the preferred format in an acceptable version of Adobe Reader™; and
  - 2.84.3.2 MS Word, Excel and PowerPoint, as the preferred format for word processing documents, spreadsheets and presentations, respectively, compatible with acceptable versions of MS Office and the MS Windows operating system.

- 2.84.4** The Contractor shall include a signature page in documents requiring indication of acceptance in hard copy, as required, indicate RP-TA involvement in the change process for these documents, and submit for review and acceptance.
- 2.84.5** The Contractor shall obtain acceptance of deliverables in accordance with the RPDRL and associated AWRs.
- 2.84.6** The Contractor shall provide non-deliverable items, for example, items to support Quality Monitoring or due diligence activities, as requested.
- 2.84.7** The Contractor shall apply the document status described in the RPDRL – Draft, Preliminary, Final or Current – to indicate the status of documents as they evolve through their life cycle.

## **2.85 Control Documentation Change**

- 2.85.1** The Contractor shall issue documentation change notices whenever minor changes or updates have occurred in final versions of deliverables that have been delivered to DND.
- 2.85.2** The Contractor shall indicate changes or updates when documents need to be reviewed again by the RP-TA or by the Occupant.
- 2.85.3** The Contractor shall issue a complete revision of the document and deliver it in accordance with the initial instructions when major changes are required.
- 2.85.4** The Contractor shall obtain acceptance of proposed changes to documents that require acceptance before making changes.
- 2.85.5** The Contractor shall indicate that acceptance is pending on document title pages until acceptance has been received, and revise the title and signature pages accordingly upon acceptance.

## **2.86 Obtain Acceptance of Deliverables**

- 2.86.1** The Contractor shall ensure that deliverables meet the document fidelity, RPDRL and DID requirements to support their acceptance, as follows:
- 2.86.1.1** Submit documents, whether draft, preliminary, final or current, as part of a review package or individually, as requested; the RP-TA will indicate *accepted*, *accepted with modification* or *as noted*, or *rejected*;
- 2.86.1.2** The RP-TA will indicate the reason for rejection or conditional acceptance of final documents that are *rejected* or *accepted as noted*; resubmit the documents within the requested timeframe; the RP-TA will indicate *accepted*, *accepted with modification* or *as noted*, or *rejected*; and
- 2.86.1.3** Notify the RP-TA immediately if documents that were previously *accepted* are found to be based on erroneous information, noting that such prior acceptance will not be construed as a change in Contract requirements.

**2.86.2** The Contractor shall submit deliverables requiring acceptance on time, by ensuring that:

**2.86.2.1** The document is received on or before the contractual due date; and

**2.86.2.2** The document is accepted during the initial review and acceptance process.

## **8 Service Delivery Regime and Acceptance Review Requirements**

### **2.87 Scope of the Service Delivery Regime**

**2.87.1** The scope of the RP-SDR covers the processes and procedures associated with the provision of each of the services set out in this section of the SOW and the Contractor's management regimes, programs, processes and capabilities required to support the delivery of those services, including the Contractor's capabilities for real property services, covering the:

- 2.87.1.1** Quality Management System (QMS);
- 2.87.1.2** Performance Measurement Regime (PMR);
- 2.87.1.3** Occupational Health and Safety (OHS) Programs;
- 2.87.1.4** Optimized Maintenance Program (OMP);
- 2.87.1.5** Environmental Management System (EMS);
- 2.87.1.6** Information Management Methodology;
- 2.87.1.7** Work Management System (WMS);
- 2.87.1.8** Commissioning Oversight Program; and
- 2.87.1.9** Project Delivery Regime (PDR).

### **2.88 Have Service Delivery Processes and Procedures**

**2.88.1** The Contractor shall have processes, procedures, documentation and tools required to provide Management Services, Facility Management Services and Project Delivery Services, as well as Optional Services, if and when Canada exercises its option for one or more of these.

**2.88.2** The Contractor shall provide copies of the Contractor's existing procedural documentation covering the scope of the Service Delivery Regime in accordance with the RPDRL.

### **2.89 Ensure that the Performance Measurement Regime Meets RP Requirements**

**2.89.1** The Contractor shall have a PMR that meets the needs of the services and requirements set out in this section of the SOW.

### **2.90 Have Real Property Occupational Health and Safety Programs**

**2.90.1** The Contractor shall have OHS Programs that meet the needs of the services and requirements set out in this section of the SOW, consistent with the most current release of CAN/CSA-Z1000 – Occupational Health and Safety Management Standard, including an Asset OHS Program.

**2.90.2** The Contractor shall ensure that the OHS Programs include measures to comply with applicable legislation, and DND policy and obligations.

**2.90.3** The Contractor shall ensure that appropriate hazard communication procedures are in place.

## **2.91 Ensure That the Risk Management Program Meets RP Requirements**

**2.91.1** The Contractor shall the Risk Management Program meets the needs of the services and requirements set out in this section of the SOW, including risk management processes, roles and responsibilities, and management system capabilities.

## **2.92 Have a Real Property Optimized Maintenance Program**

**2.92.1** The Contractor shall have an OMP to optimize Site O&M strategies using a reliability-centred approach and the CMMS to:

**2.92.1.1** Reduce life cycle cost;

**2.92.1.2** Minimize unscheduled repairs and eliminate unnecessary maintenance activities;

**2.92.1.3** Identify the best opportunities to perform maintenance;

**2.92.1.4** Minimize disruptions to occupants; and

**2.92.1.5** Maximize building availability.

**2.92.2** The Contractor shall ensure that the OMP meets LCFM requirements, including capabilities to:

**2.92.2.1** Analyze failure data to identify maintenance problems and challenges, and improve reliability and operating efficiency;

**2.92.2.2** Rationalize spares, consumables and supply requirements; and

**2.92.2.3** Position maintenance materiel and resources so as to reduce costs and improve responsiveness.

**2.92.3** The Contractor shall ensure that the OMP provides Site maintenance strategies for the systems, equipment and components that influence overall building availability, including:

**2.92.3.1** Inspection, testing and maintenance of life safety and fire protection and control equipment;

**2.92.3.2** Heating, Ventilation And Air Conditioning (HVAC) systems;

**2.92.3.3** Electrical supply and distribution systems;

**2.92.3.4** Structural and architectural components;

**2.92.3.5** Results of seismic screening and assessments, carried out in accordance with DND's Seismic Resistance of DND Buildings policy;

**2.92.3.6** Vertical transportation systems;

**2.92.3.7** Energy systems;

- 2.92.3.8 Water, sewer and plumbing systems;
- 2.92.3.9 The building envelope; and
- 2.92.3.10 Storage tanks and associated piping systems.

2.92.4 The Contractor shall ensure that the OMP provides for assessment of individual buildings to determine the optimum balance between repairs and predictive, preventive and corrective maintenance, considering factors such as:

- 2.92.4.1 The nature of operations and Occupant reliability requirements;
- 2.92.4.2 Maintenance service requirements set out in the most recent commissioning report;
- 2.92.4.3 The type of asset, its age, condition, structure, construction details, risk of hidden deterioration, exposure conditions, systems and equipment;
- 2.92.4.4 Failure rates;
- 2.92.4.5 Service call trends;
- 2.92.4.6 Capital investment strategy;
- 2.92.4.7 Cost; and
- 2.92.4.8 Heritage designation.

## **2.93 Ensure That the Environmental Management System Meets RP Requirements**

2.93.1 The Contractor shall have an EMS that meets the needs of the services and requirements set out in this section of the SOW.

2.93.2 Within one year of the Infrastructure Operational Start Date demonstrate that an EMS compliant with the requirements of the most current release of International Organization for Standardization's ISO 14001 – Environmental Management Systems – Requirements with Guidance for Use, is in place at every site where the Contractor provides the services set out in this section of the SOW.

2.93.3 Within two years of the Infrastructure Operational Start Date:

- 2.93.3.1 Demonstrate that the EMS has been successfully certified by a Registrar;
- 2.93.3.2 Provide the RP-TA with a copy of the Registration Certificate and maintain the registration for the duration of the Contract, subject to ongoing audits as deemed appropriate by the Registrar; and
- 2.93.3.3 Submit records of Registrar audit findings to the RP-TA for review without delay.

## **2.94 Ensure that the work Management System Meets RP Requirements**

2.94.1 The Contractor shall have a WMS that meets the needs of the services and requirements set out in this section of the SOW to ensure disciplined methods for:

- 2.94.1.1 Initiation and authorization of work;

- 2.94.1.2 Implementation and control of work;
- 2.94.1.3 Inspection of completed work; and
- 2.94.1.4 Financial management, payment and tracking of progress and expenditures.

**2.94.2** The Contractor shall ensure that the WMS includes time tracking capabilities, at the individual resource and summary levels, including:

**2.94.2.1** Information on labour hours, including:

- 2.94.2.1.1 The employee's actual total work hours performed on a weekly basis, regardless of whether hours worked were dedicated to SOW work,
- 2.94.2.1.2 The specific services, as set out in this section of the SOW, to which the employee's work hours pertain,
- 2.94.2.1.3 For overtime compensation, the multiplicative factor associated with the time spent in excess of the predefined work hours for the week,
- 2.94.2.1.4 A mechanism to differentiate between salaried and hourly paid employees,
- 2.94.2.1.5 The total predefined number of work hours for hourly-paid employees,
- 2.94.2.1.6 The predefined number of work hours for salaried employees, and
- 2.94.2.1.7 A unique identifier, e.g. employee number, to readily differentiate among employees with similar names; and

**2.94.2.2** Time reporting capabilities for employees performing work, including the aggregate hours worked, identifying that which is for DND and for other clients, within a weekly time frame, indicating the nature of the work and number of hours applicable to each individual project and service.

**2.94.3** Within one year of the Operational Start Date demonstrate that a WMS compliant with the requirements of this section of the SOW is in place.

## **2.95 Have a Commissioning Oversight Program**

**2.95.1** The Contractor shall have a Commissioning Oversight Program that meets the needs of the services and requirements set out in this section of the SOW to ensure that commissioning of projects, whether conducted by the Contractor or others, is consistent with the most current release of CSA Z320 – Building Commissioning Standard & Check Sheets, considering applicable DND commissioning policy and guidance documents.

**2.95.2** The Contractor shall have a designated single point of contact for the Commissioning Oversight Program to:

- 2.95.2.1 Represent DND's interests;

- 2.95.2.2 Ensure that appropriate guidance is in place for commissioning;
- 2.95.2.3 Facilitate the overall commissioning process;
- 2.95.2.4 Accept end products; and
- 2.95.2.5 Ensure the quality and effective integration of project outputs into building O&M on behalf of DND.

## **2.96 Ensure That the Project Delivery Regime Meets RP Requirements**

- 2.96.1 The Contractor shall have a PDR that meets the needs of the services and requirements set out in this section of the SOW, with processes and procedures suited to each Project Category as set out in the Provide Project Delivery Services section.
- 2.96.2 The Contractor shall ensure that the PDR is consistent with the most current versions of the Project Management Institute's (PMI's) standards and associated guidelines as recognized by the American National Standards Institute (ANSI), including:
  - 2.96.2.1 The Standard for Program Management – ANSI/PMI 08-002;
  - 2.96.2.2 The Standard for Site Management – ANSI/PMI 08-003;
  - 2.96.2.3 A Guide to the Project Management Body of Knowledge (PMBOK Guide) – ANSI/PMI 99-001; and
  - 2.96.2.4 The Construction Extension to the PMBOK Guide.
- 2.96.3 The Contractor shall provide for application of the PDR at the Site level and to each project, in a manner suited to:
  - 2.96.3.1 DND's project management policy framework and systems; and
  - 2.96.3.2 The complexity and level of risk of each project.

## **9 Obtain Acceptance of the Real Property Service Delivery Regime**

### **2.97 General**

**2.97.1** The Contractor shall submit an RP-SDR Acceptance Review Plan within 21 calendar days following Contract Award, in accordance with the RPDRL, setting out how the Contractor will undertake the work to obtain acceptance of the RP-SDR, including:

**2.97.1.1** Key contacts;

**2.97.1.2** A schedule and milestones;

**2.97.1.3** A plan covering the RP-SDR Acceptance Process labour resource requirements; and

**2.97.1.4** Other costs.

**2.97.2** The Contractor shall submit an Acceptance Review Risk Dashboard, within two weeks after delivery of RP-SDR Acceptance Review Plan with subsequent updates, in accordance with the RPDRL.

**2.97.3** The Contractor shall document its RP-SDR in an RP-SDR Specification in accordance with the RPDRL, ensuring that the specification of each RP-SDR component:

**2.97.3.1** Is appropriate, clearly articulated and reflects an understanding of RP-TA/DND and Occupant needs;

**2.97.3.2** Is consistent with and traceable to the Contractor's proposal;

**2.97.3.3** Provides for results that will comply with the requirements set out in this section of the SOW, including:

**2.97.3.3.1** Compliance with applicable policy and standards,

**2.97.3.3.2** Demonstration of due diligence regarding compliance with applicable legislation, and

**2.97.3.3.3** Consistency with good industry practice, considering unique-to-government requirements; and

**2.97.3.4** Will result in services that represent Best Value.

**2.97.4** The Contractor shall manage and participate in the overall RP-SDR Acceptance Process, which covers the scope of Management Services, Facility Management Services and Project Delivery Services, as well as Optional Services, if the option for one or more of these is exercised, and includes:

**2.97.4.1** A Preliminary Acceptance Review, based on high-level descriptions of the RP-SDR components and more detailed descriptions of selected RP-SDR components, to achieve Acceptance-in-Principle;

**2.97.4.2** a Critical Acceptance Review, based on detailed specifications for selected RP-SDR components, and updates of other RP-SDR descriptions, to achieve the Critical Acceptance milestone; and

**2.97.4.3** A Final Acceptance Review, to achieve the RP-SDR Acceptance milestone.

**2.97.5** The Contractor shall provide appropriate presentation material, documents, samples and demonstrations for each RP-SDR Acceptance Review, including:

**2.97.5.1** Descriptions of programs, systems, processes, procedures and information templates, and other documentation indicating how services will be delivered, their performance measured and their quality assured, to a level of detail commensurate with the purpose of the specific RP-SDR Acceptance Review; and

**2.97.5.2** Demonstrations and documentation samples, additional information and further explanation as requested by Canada.

**2.97.6** The Contractor shall provide an advance sample of information, within three weeks after Contract Award, in the form of a description of a program, a system, processes, procedures and information templates, demonstrations and sample documentation applicable to a selected property management service, to be used by Canada to provide feedback as to the adequacy of the information that the Contractor proposes to submit at the Preliminary RP-SDR Acceptance Review.

**2.97.7** The Contractor shall plan and administer RP-SDR Acceptance Reviews of an appropriate duration, to be held at DND facilities in the National Capital Region (NCR).

**2.97.8** The Contractor shall provide an updated RP-SDR Acceptance Review Plan no later than two weeks prior to each review session, setting out the proposed approach, schedule and deliverables for the review session, and:

**2.97.8.1** Content of advance submission of deliverables to be reviewed;

**2.97.8.2** Draft agendas and provisions for simultaneous translation; and

**2.97.8.3** Proposed turnaround times for Contractor follow-up and response to issues and concerns raised by Canada.

**2.97.9** The Contractor shall provide additional information and explanation, and revise the RP-SDR Specification as required to respond to issues and concerns raised by Canada as a result of each RP-SDR Acceptance Review in relation to conformance with the requirements of this section of the SOW.

## **2.98 Conduct Service Delivery Regime Acceptance Reviews**

**2.98.1** Conduct the Preliminary Acceptance Review

**2.98.2** The Contractor shall plan, coordinate with the RP-TA and conduct the Preliminary Acceptance Review session no later than 60 calendar days before the Infrastructure Operational Start Date, or as requested.

**2.98.3** The Contractor shall undertake required activities, including the provision and presentation of information to obtain Acceptance-in-Principle of the RP-SDR as an outcome, to enable the Contractor to fulfill Infrastructure Operational Transition requirements.

- 2.98.4** The Contractor shall provide the following no later than two weeks in advance of the scheduled review session:
- 2.98.4.1** Overviews of the proposed processes and procedures associated with each service set out in this section of the SOW, in the form of presentations;
  - 2.98.4.2** a description and the status of Contractor capabilities that will support the delivery of those services, a preliminary gap analysis in relation to the requirements of this section of the SOW and a plan for closing identified gaps; and
  - 2.98.4.3** Detailed descriptions of selected components of the RP-SDR, as determined by the RP-TA, including how the Contractor will:
    - 2.98.4.3.1** Manage incidents and respond to service calls,
    - 2.98.4.3.2** Provide selected capabilities for managing information, reporting and keeping records,
    - 2.98.4.3.3** Provide environmental management services and EMS capabilities, including emergency response capabilities for environmental incidents,
    - 2.98.4.3.4** Use and maintain GFA,
    - 2.98.4.3.5** Measure and provide performance information,
    - 2.98.4.3.6** Ensure OHS,
    - 2.98.4.3.7** Conduct procurement and revenue collection,
    - 2.98.4.3.8** Use the WMS, including labour time reporting and cost control,
    - 2.98.4.3.9** Operate building systems and equipment,
    - 2.98.4.3.10** Provide maintenance services,
    - 2.98.4.3.11** Manage energy and utilities,
    - 2.98.4.3.12** Provide security services, and
    - 2.98.4.3.13** Provide other selected management regimes, services, programs, processes or capabilities as requested.
- 2.98.5** The Contractor shall provide an acceptable follow-up plan to rectify deficiencies and respond to issues, risks or problems identified by Canada by the end of the review session.
- 2.98.6** The Contractor shall provide information to the RP-TA within two weeks after completion of the review session, including evidence to confirm that required changes to the Contractor's RP-SDR arising from the Preliminary Acceptance Review session have been made.
- 2.98.7** The Contractor shall obtain RP-SDR Acceptance-in-Principle by DD MM YYYY, as the basis for proceeding to provide Management Services, Facility Management Services, Project Delivery Services and Optional Services if these are invoked, as of the Infrastructure Operational Start Date, in a manner consistent with the RP-SDR information provided.
- 2.98.8** Conduct the Critical Acceptance Review

- 2.98.9** The Contractor shall plan, coordinate with the RP-TA and conduct the Critical Acceptance Review session no later than Date, or as requested.
- 2.98.10** The Contractor shall undertake required activities to achieve the RP-SDR Critical Acceptance milestone, including the provision and presentation of information in accordance with the RPDRL, to obtain acceptance of selected components of the RP-SDR Specification for which detailed descriptions were required as part of the Preliminary Acceptance Review.
- 2.98.11** The Contractor shall provide the RP-SDR Specification for the selected components of the RP-SDR as reviewed during the Preliminary Acceptance Review a minimum of 40 calendar days in advance of the scheduled Critical Acceptance Review session.
- 2.98.12** The Contractor shall provide follow-up information to the RP-TA within two weeks after completion of the review session, including evidence to confirm that required actions are being taken to address deficiencies in the RP-SDR Specification components.
- 2.98.13** The Contractor shall provide the entire RP-SDR Specification, including the balance of management regimes, services, programs, processes or capabilities not covered by the Critical Acceptance Review, and updates to those as required, no later than 40 calendar days in advance of the Acceptance Review session.
- 2.98.14** The Contractor shall provide follow-up information to the RP-TA within two weeks after completion of the review session, including evidence to confirm that required actions are being taken to address deficiencies in the RP-SDR Specification components.
- 2.98.15** Conduct the Final Acceptance Review
- 2.98.16** Plan, coordinate with the RP-TA and conduct the Final Acceptance Review session no later than DD MM 20YY, or as requested.
- 2.98.17** The Contractor shall provide the RP-SDR Specification no later than 10 calendar days in advance of the Final Acceptance Review session.
- 2.98.18** Conduct the review process, aimed at achieving the RP-SDR Acceptance milestone no later than DD MM 20YY.



## SOW Section 3:

- Sub Sec 1- Communications and Electronics (C&E) Maintenance,
- Sub Sec 2 - Operations (Ops)
- Sub Sec 3- Mobile Support Equipment (MSE)

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## Section3 **SUB-SECTION 1- RADAR and COMMUNICATION SYSTEM**

**3.1** The Contractor shall be responsible to provide all qualified, experienced and trained personnel required to manage, supervise and perform inspections, testing, monitoring, maintenance and repair activities on North Warning System (NWS) radar, communications and ancillary equipment, including:

- 3.1.1** AN/FPS-117 radar;
- 3.1.2** AN/FPS-124 radar (Test Program Sets, Obsolescence, and Depot Repair);
- 3.1.3** Ground-Air-Ground (G/A/G) radio Ultra High Frequency (UHF)/Very High Frequency (VHF) and ancillary equipment;
- 3.1.4** Private Branch Exchange (PBX) Systems;
- 3.1.5** Long Haul Communications Network (LHCN);
- 3.1.6** Automated Communication System (ACS);
- 3.1.7** Supervisory, Control and Data Acquisition (SCADA) system;
- 3.1.8** Programmable Logic Controller (PLC), including Control and Monitoring System (CMS) and Remote Interface Communications Controller (RICC);
- 3.1.9** Automated Weather Observation System (AWOS);
- 3.1.10** Grounding and Lightening Protection Systems;
- 3.1.11** Public Address (PA) System;
- 3.1.12** Radomes;
- 3.1.13** Security and Video Monitoring Systems (SAVMS) and Video Monitoring Network (VMN);
- 3.1.14** Communications System Test Bed (CSTB);
- 3.1.15** Automated Test Equipment (ATE);
- 3.1.16** Crypto equipment;
- 3.1.17** All new Equipment;
- 3.1.18** NWSCC; and
- 3.1.19** Software Maintenance/Modifications for all NWS Systems

### **3.2** References

The notations against the references have the following meanings: M - Adherence is mandatory. G - The policies and procedures contained therein are not mandatory, but proposals for alternatives shall be submitted in full detail to, and be accepted by the North Warning System Office Technical Authority (NWSO TA). Furthermore, alternatives shall fully interface with procedures in use globally. Reference for this SOW section are as follows:

- 3.2.2.1.1 CFTO-98-000-MIS/SF-003, DND CAD Standard (G)
- 3.2.2.1.2 CFTO C-98-001-003/MS-004, Site Record Drawings (G)
- 3.2.2.1.3 Configuration Item (CI) Baseline (Eagle) (G)
- 3.2.2.1.4 Historical LCMM data (G)
- 3.2.2.1.5 National Master Specification (NMS) (G)
- 3.2.2.1.6 NWS Configuration Management Plan (G)

### **3.3 RADAR & COMMUNICATIONS SYSTEMS MAINTENANCE & OPERATIONAL ACTIVITIES**

#### **3.3.1 Personnel Qualifications, Experience and Training**

**3.3.1.1** All of the Contractor's personnel working on NWS sites shall possess the physical capabilities to perform their required duties with no restriction and having demonstrated that they are fully capable to understand and perform the tasks to which they are assigned. Sites are not handicap accessible.

**3.3.1.2** All of the Contractor's journeymen technicians working on the NWS shall have the prerequisite qualifications, experience, training and required Provincial or Territorial certification to perform the tasks to which they are assigned. Apprentices can be considered as an option if sufficient journeymen are available for supervision.

**3.3.1.3** Minimum skill levels for Contractor work involving electronics maintenance shall be:

- 3.3.1.3.1** Successful completion of a two-year electronic technician program from a recognized and accredited institution or Canadian military equivalent;
- 3.3.1.3.2** Experience on Automated Test Equipment (ATE);
- 3.3.1.3.3** Five years related job experience in maintaining electronic systems;
- 3.3.1.3.4** Experience in the use of general electronic test and repair equipment; and
- 3.3.1.3.5** Successful completion of NWS equipment specialty training.

**3.3.1.4** Contractor personnel performing Preventive Maintenance (PM) and Corrective Maintenance (CM) on encryption equipment shall have successfully completed mandatory training provided by DND.

3.2.2.1.7 LCMMs shall have a diploma from a recognized institution or military equivalency in a related discipline, and have a minimum of 5 years of related experience for the systems they are responsible for. Contractors shall provide a minimum of 4 LCMM for the electronics field. Contractors shall provide regenerative LCMM training for LCMMs.

### **3.4 Radar and Communications Systems Preventive Maintenance**

### **3.4.1 Implement and Maintain Radar and Communications Systems Preventive Maintenance Program**

**3.4.2** The Contractor shall provide all labour and material to implement and maintain Volume I and II of the Preventive Maintenance Program (PMP) as provided by the NWSO TA. Preventive Maintenance Inspections (PMI) are for radar, communications and related systems as listed in Para 5.0.1.1. A listing of all PMI's shall be maintained on-line. PMI's shall be tracked in the NWS work management system. PMI's not completed shall be recorded as exceptions, and included in a maintenance report {CDRL, DID (LUC 72, 73, 74, 76, 77, 78, & PGS)}. PMI exceptions greater than quarterly shall remain open, and shall be completed at the earliest opportunity, but no later than next quarterly visit. Any change to the PMP shall be approved by the NWSO TA.

## **3.5 Calibrate AWOS**

**3.5.1** Table 13-3 identifies applicable AWOS equipment. Check calibration of AWOS equipment to Original Equipment Manufacturers' (OEM) specifications annually. Verify calibration in accordance with DAOD 8012-0 and DAOD 8012-1. Confirm calibration of sensors. Conduct annual meteorology inspection in accordance with DAOD 8012-0 and DAOD 8012-1 and produce reports as defined in CDRL and DID.

### **3.5.2 AWOS Annual Reporting**

**3.5.2.1** The Contractor shall prepare annual AWOS Meteorological Inspection Reports in accordance with DAOD 8012-1, quantities as follows: Zone 1 = 8 sites, Zone 2 = 4 sites, Zone 3 = 5 site, Zone 4 = 7 sites, Zone 5 = 5 sites, site (Total 29 sites). The reports shall be completed and available on-line no later than 30 November each year.

### **3.5.3 AWOS certification TBD {CDRL, DID}**

**3.5.3.1** The contractor will assist the DND rep (DMET OC) with 1 EMT for the re-certification of all AWOS systems. All AWOS are required to be recertified every two years by a DMET OC certified MET tech.

## **3.6 Radar and Communications Systems Corrective Maintenance**

### **3.6.1 Perform Radar and Communications Systems Corrective Maintenance**

**3.6.1.1** The Contractor shall provide all labour to implement Labour Use Code (LUC) 74 Corrective Maintenance (CM) up to CM Job Limit on failed or functionally degraded equipment. All United States Air Force (USAF) and Department of National Defence (DND) material and freight for CM work shall be Government provided and shall be managed by the Contractor. All other costs for implementation of the CM work up to the CM Job Limit shall be borne by the Contractor. All CM work orders shall include fault diagnosis. Repair activities shall be as specified in OEM requirements. All replacement parts must operate as original and must not create an increased risk to readiness normal or reduce the operating efficiency or life span of the equipment or system.

### **3.6.2 Perform Radar and Communications Systems Emergency Corrective Maintenance**

**3.6.2.1** The Contractor shall perform emergency CM as LUC 72 work orders on failed and functionally degraded radar, communications and ancillary equipment and systems that pose immediate risk to the mission, the environment and Occupational Health And Safety (OH&S). All United States Air Force (USAF) and Department of National Defence (DND) material and freight for CM work shall be Government provided and shall be managed by the Contractor. All other costs for implementation of the CM work up to the CM Job Limit shall be borne by the Contractor. Repair efforts should be continued until systems are operational or until risk has been mitigated allowing for further planning. All replacement repairs shall return the system to its original operating parameters so as not to create an increased risk to the mission, environment and health and safety of individuals or reduce the operating efficiency/life span of the equipment or system. All emergencies shall have an accompanying incident report applicable to the nature of the emergency as defined throughout this Statement Of Work (SOW). The Contractor shall implement the Emergency Response Plan if warranted, as defined in this SOW.

### **3.6.3 Site Preservation**

**3.6.3.1** Upon notification (site alarms, etc) of a condition that jeopardizes site preservation, initiate response within 2 minutes of situations that threaten site preservation in accordance with Contractor developed (NWSO TA reviewed and Crown accepted) SOPs, to prevent the unacceptable loss of, or damage to, a site and its equipment, or mitigate until site is restored to full operability. Ensure that this response takes priority over normal readiness restoral time considerations. Situations which have the potential to cause loss or damage to a site and its equipment and precipitate a response include:

**3.6.3.1.1** Heat or power failure, which could expose sites to risk of damage;

- 3.6.3.1.2 Loss of power generating redundancy when the last remaining serviceable Diesel Electric Generator (DEG) is brought on line;
- 3.6.3.1.3 Loss of remote monitoring and control capability, either directly or through the loss of communication to the site;
- 3.6.3.1.4 Loss of structural integrity of sites which would expose equipment and facilities to damage;
- 3.6.3.1.5 Excessive snow load on structure or snow blocking air intake or exhaust vents;
- 3.6.3.1.6 Fire alarms;
- 3.6.3.1.7 Loss of satellite communications;
- 3.6.3.1.8 Fuel spills, low fuel levels or suspected fuel leaks. Report outages or incidents impacting site preservation as specified in the Significant Incident portion of this SOW; and
- 3.6.3.1.9 Intrusion alarms.

### **3.7 Radar and Communications Systems Operational Activities**

#### **3.7.1 Radar Evaluation Squadron (RADES) Radar Baseline Evaluation**

**3.7.1.1** The Contractor shall support QETE, Radar Evaluation Squadron (RADES) and other USAF agencies, for example, require support to enable completion of tests or investigations on NWS sites. Perform AN/FPS 124 target simulator tests for radar baseline efforts. 84 RADES performs radar baseline evaluations on all USAF radars every ten years. FPS-124 Simulator tests are performed on radars prior to 84 RADES evaluations. Conduct baseline test (ARTIS) using government furnished test equipment. Conducting external tests requires 8 hours per SRR, plus 4 hours of support in North Bay per site year. For LRR sites support hours are TBD.

#### **3.7.2 Produce annual Technical Engineering Sustainment Inspection (TESI) Plan.**

**3.7.2.1** The Contractor shall produce an annual TESI plan that includes all technical engineering Sustainment inspections related to radar, communications and ancillary equipment, including Grounding and Bonding of Radar, Communications and Ancillary equipment, tools and test equipment, work areas, technical documentation, parts (storage and packaging), safety (signage, PP&E, etc) and condition of equipment. Plan to include schedules.

#### **3.7.3 Technical Engineering Sustainment Inspections (TESI)**

**3.7.3.1** The Contractor shall conduct radar, communications and ancillary equipment Technical Engineering Sustainment Inspections. Inspections are to be conducted based on the Technical Engineering Sustainment Inspection Plan, and reports are to be submitted as per CDRL and DID.

**3.7.3.2** During inspections, site record drawings will be confirmed and redlined on site as required and a copy will be left on site. Original drawings to be amended as per redline changes.

**3.7.4** Produce annual Technical Engineering Sustainment Inspection (TESI) Report.

**3.7.4.1** Technical Engineering Sustainment Inspection Reports should detail all engineering related to radar, communications and ancillary equipment, including Grounding and Bonding of Radar, Communications and Ancillary equipment, tools and test equipment, work areas, technical documentation, parts (storage and packaging), safety (signage, PP&E, etc) and condition of equipment. All LRR and standalone LSSs annually, SRR bi-annually and NWSSC & NWSSC in alternating years. All TESI Reports are to be reviewed by a certified engineer and actioned.

### **3.8 Produce and Implement Depot Maintenance Plan**

**3.8.1** The Depot Maintenance Plan shall describe in detail the Contractor's method of managing and performing repair and overhaul on all equipment for which it has been authorized. All repairs shall conform to instructions in D-02-002-003/SG-000 "Standard for Repair and Overhaul of Ground Radar, Navigation Aids and Ancillary Equipment by Civilian Contractors". The Depot Maintenance Plan shall detail the functional areas of the NWSSC repair and overhaul activity and describe, but not limited to:

**3.8.1.1** Procedures for determining and assigning repair priorities for each repairable item received at the NWSSC;

**3.8.1.2** Methods for marking and identifying repairable items as they are cycled through the NWSSC;

**3.8.1.3** Methods of identifying all repairable items:

**3.8.1.3.1** On hand at the NWSSC awaiting repair;

**3.8.1.3.2** On hand at the NWSSC in process of being repaired;

**3.8.1.3.3** On hand at the NWSSC awaiting repair pending receipt of repair parts;

**3.8.1.3.4** On hand, repaired, awaiting serviceability verification;

**3.8.1.3.5** On hand, repaired, serviceability verified, awaiting shipment;

**3.8.1.3.6** Shipped;

**3.8.1.3.7** Transitioned through the NWSSC and forwarded to an "Outside Repair

- 3.8.1.3.8 Agency" (ORA); and
- 3.8.1.3.9 Received from ORA repair and on hand at the NWSSC
- 3.8.1.3.10 Means of identifying and tracking items modified by the NWSSC or ORA;
- 3.8.1.3.11 Means of tracking piece part consumption;
- 3.8.1.3.12 Accountability of piece part usage and labour required to return a repairable item to a fully serviceable state;
- 3.8.1.3.13 Functional description of the "elements" of the repair and overhaul process i.e. receipt/cleaning/fault analysis/component replacement/serviceability check/quality control;
- 3.8.1.3.14 Stages of Quality Control throughout the repair process;
- 3.8.1.3.15 Subcontracting process for "Outside Repair Agency" repair; and
- 3.8.1.3.16 A repair and test scheme for each repairable item.

### **3.9 Perform Depot Level Maintenance and Repair**

**3.9.1** Perform Depot level maintenance and repair capabilities of LRUs/SRUs, with parts procured under FFP, software maintenance and system integration testing, to sustain the following NWS equipment and systems fully operational:

- 3.9.1.1 AN/FPS-124 radar (including software maintenance, modification, refinement and firmware);
- 3.9.1.2 On-site communications (including, but not limited to, SAVMS, VMN, PA system, PBX, PLC (RICC, RTU));
- 3.9.1.3 LHCN;
- 3.9.1.4 NWSSC maintenance equipment;
- 3.9.1.5 Automated Test Equipment (ATE) hardware including Test Program Sets (TPS);
- 3.9.1.6 SCADA Servers and associated site sensor systems;
- 3.9.1.7 Control and Monitoring System (CMS);
- 3.9.1.8 SUPS;
- 3.9.1.9 AWOS
- 3.9.1.10 GAG; and
- 3.9.1.11 PGS.

### **3.10 Produce Depot Maintenance Report**

**3.10.1** NWSSC Repair Summary Report

- 3.10.1.1 The Report shall be prepared and available on-line quarterly in Contractor format. The Contractor shall provide the following information on all equipment cycled through the NWSSC or ORA for repair, overhaul or modification. For each type of repairable, the Report shall include:

- 3.10.1.2 NSN or OEM part number;
- 3.10.1.3 Parent (next higher) assembly;
- 3.10.1.4 Number of corrective actions on this type of repairable;
- 3.10.1.5 Total number of man hours expended on this type of repairable;
- 3.10.1.6 Average number of man hours expended on this type of repairable;
- 3.10.1.7 Average turn-around time on this type of repairable (excluding transportation);  
and
- 3.10.1.8 Status of unique piece parts for this type of repairable (critical items):
  - 3.10.1.8.1 Number and types consumed; and
  - 3.10.1.8.2 Number and types remaining in stock.

**3.10.2** For all types of repairable include the following information:

- 3.10.2.1 Status of common repair piece part spares;
- 3.10.2.2 Status of Accountable Advance (AA) spares; and
- 3.10.2.3 Recommendations.

**3.10.3** The information defined by the content above shall be capable of being sorted according to repairable type, critical piece parts for each type of repairable and provide a consumed/remaining status for common piece part spares as defined by the NWSO request. Format shall be tabular in nature with the 1st column determined by the sort requested.

### **3.11 Non-NWSSC Repairable Repair and Overhaul Vendors List**

**3.11.1** The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall provide a summary listing of all repair and overhaul vendors maintaining equipment beyond the capabilities of the NWSSC. The Report shall:

- 3.11.1.1 Identify components of the AN/FPS-124 UAR, Weather Communication Network (WCN) and the PGS controller which cannot be repaired at the NWSSC;
- 3.11.1.2 Identify repair and overhaul vendors for each component identified in a; and
- 3.11.1.3 Provide estimated vendor repair time for each component identified in a.

### **3.12 NWSSC Repair and Overhaul Report**

**3.12.1** The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall provide the following information on all items processed through the NWSSC or through an "Outside Repair Agency" (ORA) quarter:

- 3.12.1.1 NSN or OEM part number;
- 3.12.1.2 Serial number (where applicable);
- 3.12.1.3 Parent (next higher) assembly;
- 3.12.1.4 Present status (i.e. return to service, spare, Beyond Economical Repair (BER), under repair, awaiting parts, forwarded to ORA, etc.);
- 3.12.1.5 Modification status (i.e. mods up-to-date; if mods installed, by whom? NWSSC or ORA, mod recorded and mod label affixed);
- 3.12.1.6 Present location of part (i.e. depot stock, LSS stock, on repair line, at ORA, installed at (site));
- 3.12.1.7 Labour time to repair; and
- 3.12.1.8 Component(s) consumed to effect repair (N/A ORA repair).

### **3.13 Software Maintenance Summary Report**

**3.13.1** The Contractor shall prepare a Software Maintenance Summary Report which summarizes all software maintenance activities performed at the NWSSC or at outside agencies. The report shall include:

- 3.13.1.1 Prioritized list of Computer Program Configuration Items (CPCIs) being modified at the NWSSC or other agencies. It shall identify and describe the affected system/version/sub-version with a brief description of the software maintenance performed on each CPI;
- 3.13.1.2 The location where the CPI modification took/will take place;
- 3.13.1.3 Name, designation, and telephone number of the person responsible for each CPI modification completed;
- 3.13.1.4 Completion percentage for each CPI authorized for modification;
- 3.13.1.5 The amount of time spent or to be spent on each modification and combined total time spent;
- 3.13.1.6 The start date, completion date or estimated completion date for each CPI modification;
- 3.13.1.7 The number of lines of code changed or estimated to be changed for each CPI modification;
- 3.13.1.8 The total man hours expended for each CPI and a combined man hour total;
- 3.13.1.9 Recommendations to improve software maintenance activities (test equipment, procedures); and
- 3.13.1.10 The report shall be prepared and available on-line annually in Contractor format.

### **3.14 Obsolescence Sustainment Engineering Reports**

**3.14.1** Sustainment Engineering Reports shall be prepared quarterly and available on-line in contractor format and at a minimum include:

- 3.14.1.1 NSN or OEM part number;
- 3.14.1.2 Serial number (where applicable);
- 3.14.1.3 Parent (next higher) assembly;
- 3.14.1.4 Present status (i.e. return to service, spare, Beyond Economical Repair (BER), under repair, awaiting parts, forwarded to ORA, etc);
- 3.14.1.5 Modification status (i.e. mods up-to-date and mod label affixed);
- 3.14.1.6 Present location of part (i.e. depot stock, LSS stock, on repair line, at ORA, installed at (site)); and
- 3.14.1.7 The sustainment issue;
- 3.14.1.8 Failure history;
- 3.14.1.9 Description: Common LRU/SRU nomenclature;
- 3.14.1.10 Quantity: Number of units installed per SRR;
- 3.14.1.11 Operational Units: Number of units installed across the NWS;
- 3.14.1.12 Spares: Number of spares on hand;
- 3.14.1.13 Sparing Level: A calculation of the number of spares compared to the number of installed units;
- 3.14.1.14 Percentage: Percentage of fielded units that have failed;
- 3.14.1.15 Annual Avg: The annual failure rate average;
- 3.14.1.16 MTBF: Mean Time Between Failure (in units of 1E6, or 1,000,000 hours); and
- 3.14.1.17 Spares/Annual Avg: A calculation of the length of time that the NWS system can remain operational before failures would begin to cause mission capability problems (assuming no repair source). This calculation is an attempt to profile the worst case life expectancy. This calculation takes into consideration the sparing level and failure rate (a hypothetical time to depletion). It should be stressed that this number is a projection based on the assumption that the failure rates will remain constant. This assumption may not be correct. Therefore, these numbers are an indicator of, not a predictor of end of life estimates. In addition, this number provides a common reference point to compare sustainment issues facing each item.

### **3.15 Depot Level System Sustainment Engineering**

- 3.15.1 In conjunction with LCMMs, perform system sustainment engineering efforts to monitor and correct operational sustainment problems, such as technology obsolescence, diminishing sources of piece parts, aging systems, reliability performance degradation, to prolong in-service life, modifications and support equipment obsolescence studies at depot level for systems identified in para 5.1.7.1

### **3.16 Maintain Firmware and Software**

**3.16.1** Use AQAP 2210 as a guidance document create and maintain a Software Maintenance Plan. Create a Software Project Quality Plan for each ECR requiring a software/firmware change in order to manage the maintenance and control of firmware and software for NWS equipment listed in para 5.1.7.1 The software/firmware change effort for a line of code includes requirement definition, code changes, version description document, preparation and implementation of the validation plan and version control acceptance. Edit existing software/firmware. Install upgrades, backups store master copy and one (1) duplicate in separate locations. See related section for current list of Firmware/Software. Software support services to include, but not limited to, the control, maintenance, development, testing, reproduction, installation, and backup.

### **3.17 Perform Depot Level Sustainment/Software/Hardware Engineering**

**3.17.1** Perform Depot level Sustainment/software/hardware engineering on electronic systems equipment (19000 hours) either in-house, through OEM maintenance depots or other qualified organisation when applicable for those systems identified in this SOW Develop a Depot Level Engineering Support Plan using ISO TBD as a guidance document for all depot activities to include by not limited to the repair, fabrication, manufacture, rebuilding, assembly overhaul, modification, prototyping, refurbishment, test, analysis, repair-process design, in-service engineering, upgrades, painting and disposal of parts, assemblies, subassemblies, software components, or end items that require shop facilities, tooling, support equipment, and/or personnel of higher technical skills, or processes beyond the organizational level capability. Final acceptance of the associated work on approved ECRs will be by the NWSO TA per review of the each project's deliverables following the guidance of Section 15.C.2.

### **3.18 Perform Depot Level Change Management**

**3.18.1** All software/firmware/hardware changes suggested by the contractor shall be submitted to the NWSO TA through the ECR process.

### **3.19 Utilize Program for USAF Software**

**3.19.1** Maintain and update CPIN listing and associated deliverables for all USAF owned firmware and software. Provide a copy of CPIN documentation to the NWSO TA after every change.

### **3.20 Implement and Maintain Frequency Management Plan.**

**3.20.1** Implement and maintain Frequency Management Plan, as provided by NWSO.

**3.20.2** This document establishes guidelines of the management of the North Warning System (NWS) frequency spectrum. The radio spectrum includes all Radar, Radio, Long Haul Communications Network (LHCN) and Ground-Air-Ground (GAG) operational frequencies. The spectrum is managed under the policy and procedures stated in the National Defence publication "Management of the Radio Spectrum (DNDP 35)". This document provides a system level view of the Radio Frequency (RF) Plan developed for the North Warning System (NWS) Radar and Communications System. It considers the Radar and Radio equipment required and the topics that pertinent to the detailed frequency plans and allocations.

### **3.21 Coordinate third party external R&O.**

**3.21.1** Receive, evaluate condition status and distribute assets of any equipment not supported at the Maintenance Support Facility to the appropriate OEM or alternate repair facility as determined by the Contractor. Handling and transportation is covered under Section 8 in the SOW.

### **3.22 Coordinate R&O activities for USAF furnished NWS AN/FPS-117 radar and G/A/G radio LRUs and sub-assemblies.**

**3.22.1** Receive, evaluate condition status and distribution of assets for 11 FPS-117 radars and 157 G/A/G radios to the appropriate OEM or repair facility as determined by the USAF. Handling and transportation is covered under Section 8 in the SOW.

### **3.23 Produce Implement and Maintain Test Equipment Maintenance Plan**

**3.23.1** The Test Equipment Maintenance Plan shall be prepared and made available on-line in Contractor format. The Plan shall describe in detail the Contractor's method of calibrating or having calibrated, and of repairing or having repaired, all test equipment. The Plan shall include:

- 3.23.1.1** Responsibilities of Contractor personnel for test equipment calibration at all NWS facilities;
- 3.23.1.2** Method of authorizing test equipment/instruments for all sites and facilities;
- 3.23.1.3** Facilities to be used for repair of test equipment;
- 3.23.1.4** Facilities to be used for various levels of calibration;
- 3.23.1.5** Procedures for transporting test equipment to/from calibration or repair facilities;
- 3.23.1.6** Procedures for rotating spare test equipment to ensure that each site has full complement of authorized test equipment at all times; and
- 3.23.1.7** Documentation such as labels, forms, and messages (with instructions for completion of each) to control and record the location and status of all test equipment.

**3.24 Coordinate maintenance, calibration and repair of government furnished electronic support equipment, including tools, test equipment and fixtures.**

**3.24.1** Government furnished test equipment and tools are calibrated and repaired at a separate government contracted calibration facility. Monitor and maintain the test equipment inventory to ensure that PM/CM requirements are met. Ensure that all test equipment is calibrated, repaired and available to ensure that PM/CM requirements are performed without delay. Rotate test equipment as required through the calibration facility, Maintenance, calibration and repair of test equipment carried out in accordance with Test Equipment Maintenance Plan at LI 13.F.8.

**3.25 Produce and Maintain Test Equipment Reports**

**3.25.1** Test Equipment Master List

**3.25.1.1** The List shall be prepared and made available on-line quarterly in Contractor format. The Contractor shall provide a Master List of all Test Equipment for which the Contractor is responsible. The List shall include the following:

**3.25.1.1.1** Site;

**3.25.1.1.2** NSN;

**3.25.1.1.3** Nomenclature;

**3.25.1.1.4** Serial number;

**3.25.1.1.5** Calibration interval;

**3.25.1.1.6** Date of last calibration; and

**3.25.1.1.7** Date next calibration due.

**3.25.1.1.8** Test Equipment Master List shall be organized by NSN and by Site/Location.

**3.25.2** Test Equipment Calibration Report

**3.25.2.1** The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall document calibration of test equipment for which the Contractor is responsible. The Report shall include the following:

**3.25.2.1.1** Equipment nomenclature;

**3.25.2.1.2** Equipment model;

**3.25.2.1.3** Equipment serial number;

**3.25.2.1.4** Date of calibration;

**3.25.2.1.5** Calibration facility;

**3.25.2.1.6** Date next calibration due; and

**3.25.2.1.7** Location (after calibration).

### **3.25.3 Test Equipment Calibration Non-Compliance Report**

**3.25.3.1** The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall provide a summary of test equipment items not calibrated in accordance with the schedule of requirements of the Test Equipment Maintenance Plan. The Report shall include:

- 3.25.3.1.1 Equipment nomenclature;
- 3.25.3.1.2 Equipment model;
- 3.25.3.1.3 Equipment serial number;
- 3.25.3.1.4 Date calibration due;
- 3.25.3.1.5 Calibration facility;
- 3.25.3.1.6 Date calibration rescheduled; and
- 3.25.3.1.7 Reason for non-compliance.
- 3.25.3.1.8 Test Equipment Repair Report.

**3.25.3.2** The Report shall be prepared and made available on-line quarterly in Contractor format. The Report is a summary of repairs to NWS test equipment. The Report shall include:

- 3.25.3.2.1 Equipment nomenclature;
- 3.25.3.2.2 Equipment model;
- 3.25.3.2.3 Equipment serial number;
- 3.25.3.2.4 Date sent for repair;
- 3.25.3.2.5 Repair facility; and
- 3.25.3.2.6 Date received from repair facility.

### **3.26 Implement and Maintain Network Switching Plan.**

**3.26.1** Implement and maintain Network Switching Plan, as provided by NWSO.

**3.26.2** Network Switching Plan to include all NWS telephone (secure/not secure) and fax numbers and detail connectivity (interface control document) to Canadian Switched Network (CSN) and commercial access. The Network Switching Plan shall be prepared and available on-line in Contractor format and shall include All NWS telephone (secure/not secure) numbers; All fax numbers; A detailed connectivity (interface control document) to CSN and commercial access, Maintenance Personnel Skill Levels, Preventive Maintenance, Maintenance Responsibilities, Preventive Maintenance Plan, System definition, Characteristics of System and Subordinate Elements, GG Voice Switching, Traffic considerations, Ground-Air- Ground, Trunking Requirements, Transmission Plan and Order wire system. Network switching plan for TCP/IP networks to include all TCP/IP networks located within the NWSCC, NWSSC, CMO and at all LRR/SRR sites. The Network Switching Plan shall be prepared and available on-line in Contractor format and shall include a detailed connectivity (interface control document for all networks, Maintenance Personnel Skill Levels, Preventive Maintenance, Maintenance Responsibilities, Preventive Maintenance Plan, System definition and Characteristics of the System.

**3.27 Implement LUC 78 Minor Modifications projects required for TCTO's and tracked under LUC 78.**

**3.27.1** Implement LUC 78 Minor Modifications projects, including Time Compliant Technical Orders (TCTO's). With a limit of \$150,000 per year.

**3.28 Implement Minor Modifications projects on Communication and Electronic Systems to be tracked under LUC 78.**

**3.28.1** Implement Minor Modification projects on Communication and Electronic Systems to be tracked under LUC 78.

**3.29 Perform CM work on jobs in excess of the CM Job Limit.**

**3.29.1** Perform CM work on jobs in excess of the CM Job Limit.

**3.30 Procure test equipment.**

**3.30.1** As requested by the NWSO TA, procure test equipment to replace that which is obsolete or BER.

## **3.31 Section 3 - SUB-SECTION 2 – NWS OPERATIONS SOW**

### **3.32 References**

**3.32.1** The notations against the references have the following meanings: M - Adherence is mandatory. G - The policies and procedures contained therein are not mandatory, but proposals for alternatives must be submitted in full detail to, and be accepted by the North Warning System Office technical authority (NWSO TA). Furthermore, alternatives must fully interface with procedures in use globally. Reference for this SOW section are as follows:

**3.32.1.1** NWS Frequency Management Plan;

**3.32.1.2** DNDP 35 Management of the Radio Frequency Spectrum;

**3.32.1.3** DAOD 8012-0 Meteorology and Oceanography;

**3.32.1.4** DAOD 8012-1 Meteorological and Oceanographic Products and Services Program;

**3.32.1.5** D-02-002-003/SG-000 "Standard for Repair and Overhaul of Ground Radar, Navigation Aids and Ancillary Equipment by Civilian Contractors"

**3.32.1.6** AQAP 2210

## **3.33 NWS CONTROL AND MONITORING**

### **3.34 Introduction**

**3.34.1** The Contractor must operate and maintain the North Warning System (NWS) at a level of readiness to achieve not less than the minimum performance requirements for availability of radar data and Ground/Air/ Ground (G/A/G) radio communications, site preservation, equipment outage restoral times, operational flexibility and environmental protection detailed in this Statement Of Work (SOW). Unless directed otherwise by North Warning System Office (NWSO), the Contractor must maintain all NWS sites in an operational status, providing radar data and G/A/G radio signals over government furnished communication circuits (satellite transponder) to the NWS Canadian Air Defence Sector (CADS) demarcation point. The CADS demarcation point must be the Combined Distribution Frame (CDF) in the Above Ground Complex (David L. Pitcher building) at 22 Wing North Bay. The Contractor must operate out of the North Warning System Control Centre (NWSCC), located in the Above Ground Complex (AGC).

### **3.35 Personnel Qualifications**

**3.35.1** Radar personnel must have graduated from a postsecondary program in an electronics field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Radar personnel must have a minimum of 5 years of experience working with electronics systems.

**3.35.2** Communications personnel must have graduated from a postsecondary program in an electronics field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Communications personnel must have a minimum of 5 years of experience working with electronics systems.

**3.35.3** Facilities personnel must have graduated from a postsecondary program in an electromechanical field or must have Canadian Armed Forces (CAF) military equivalent (QL 5). Facilities personnel must have a minimum of 5 years of experience working with electromechanical systems.

### **3.36 NWS Control and Monitoring Plan**

**3.36.1** The Contractor must prepare, implement and administer an NWS Control and Monitoring Plan. The plan must document, at a minimum, the Contractor's approach to, as per CDRL and DID.

**3.36.2** Provide 24/7 NWS Watch Keeping

**3.36.2.1** The Contractor must provide 24/7 remote monitoring and control of NWS sites and the Short Range Development (SRD) site from the AGC in North Bay. The contractor must ensure that a minimum of three qualified personnel are on duty at all times covering the radar, communications and facilities disciplines. 24/7 watch keeping duties must include, at a minimum:

**3.36.2.1.1** Monitoring the status of and control remote NWS site equipment;

**3.36.2.1.2** Monitoring the quality of data and signals;

**3.36.2.1.3** Analyzing and correcting system faults;

**3.36.2.1.4** Changing equipment parameters and configuration;

**3.36.2.1.5** Requesting authorization from Systems Maintenance (SM) Section 24 hours in advance, 2 hours prior to and immediately in advance of taking PME out of service for routine maintenance, training or modification purposes;

**3.36.2.1.6** Providing direction to and coordinating the activities of Contractor personnel performing maintenance and repair activities on NWS PME;

**3.36.2.1.7** Verifying operational status of NWS equipment after downtime;

**3.36.2.1.8** Entering data and ensuring the accuracy of the Equipment Status Report (ESR) portion of Work Orders (WOs);

- 3.36.2.1.9 Providing SM Section with updates for corrective maintenance, site and equipment status;
- 3.36.2.1.10 Informing SM Section immediately of NWS site emergencies and incidents as specified throughout this SOW;
- 3.36.2.1.11 Informing SM Section of the requirement for the Contractor to take PME or a site out of service to preserve equipment or facilities.
- 3.36.2.1.12 Informing SM Section immediately of outages or incidents impacting on site preservation as specified in this Section of the SOW;
- 3.36.2.1.13 Advising immediately by telephone, NWSO and CADS personnel of NWS site emergencies or outages/incidents impacting on site preservation as specified in this SOW;
- 3.36.2.1.14 Advising applicable Contractor personnel of any condition that will require on-site corrective action;
- 3.36.2.1.15 Coordinating equipment downtime related to external agencies with SM Section;
- 3.36.2.1.16 Coordinate and plan for equipment downtime; and
- 3.36.2.1.17 Responding to NWSO or CADS requests for clarification on the status of NWS operations and maintenance activities.

### **3.37 Coordinate and plan for equipment downtime.**

- 3.37.1 Provide to the SM a plan for monthly schedule downtime. Attend PMI schedule meetings with CADS personnel as requested by CADS.

### **3.38 Maintain Readiness-Normal**

- 3.38.1 The Contractor must operate and maintain the NWS at a normal level of operational readiness such that PME radar data and G/A/G radio communications are available to the CDF 96% of the time. Availability must be calculated monthly, quarterly and annually using the following data availability rate calculation:

3.38.2 Availability Rate % = (Total Hours – Chargeable Downtime)/Total Hours x 100

Where:

Total Hours = Total hours in the reporting period including Excusable Downtime;

Chargeable Downtime = Total Downtime – Excusable Downtime;

Excusable Downtime = downtime must be attributable to:

- 3.38.2.1 Military priority downtime;
- 3.38.2.2 Procurement delays directly attributable to the Government;
- 3.38.2.3 Unavailability of Government-furnished airlift;

- 3.38.2.4** problems with equipment for which the Contractor has no maintenance responsibility, including transponder outages, BCS-F string switches, and power outages in the underground complex at 22 Wing North Bay;
- 3.38.2.5** Design features of equipment or facilities over which the Contractor has no control, including equipment shutdown due to excessively high outside temperatures related to the AN/FPS-124 and AN/FPS-117 radars and equipment cold soak recovery exceeding five (5) hours.
- 3.38.2.6** Special scheduled maintenance approved by the NWS TA;
- 3.38.2.7** Modifications and projects approved by the NWS TA;
- 3.38.2.8** Scheduled downtime required by NWSO which necessitates the removal of radar radiation hazards, including radome maintenance;
- 3.38.2.9** AN/FPS-117 training at FOX-M for scheduled courses; and
- 3.38.2.10** Awaiting the next site visit as specified in 1.7.2 of this SOW.

**3.38.3** Readiness-normal must be maintained for PME as follows:

- 3.38.3.1** Readiness-Normal–Long Range Radar (LRR): The Contractor must provide continuous primary and secondary radar data from each NWS LRR to the CADS Demarcation Point (CDF) in accordance with the performance standard of 96% availability. Restoral for interruption of LRR data must occur within 3 hours;
- 3.38.3.2** Readiness-Normal–Short Range Radar (SRR): The Contractor must provide continuous radar data from each NWS SRR to the CADS demarcation point (CDF) in accordance with the performance standard of 96% availability. Restoral for interruption of SRR data must occur at the next site visit, whether it is preventive maintenance, corrective maintenance or an opportunity visit where space on the aircraft allows for the presence of necessary technical personnel, parts, materials, tools or test equipment; unless the adjacent site's radar is also unserviceable, in which case, one of the affected radars must be restored within 48 hours of both radars being unserviceable. Notwithstanding the above, restoral of SRR data must occur within 30 calendar days of interruption;

- 3.38.3.3** Readiness-Normal-Ultra High Frequency (UHF) Radios: The Contractor must provide the following continuous UHF G/A/G radio communications to the CADS demarcation point (CDF) in accordance with the performance standard of 96% availability to include: LRRs - Guard, Airborne Intercept Common Control (AICC), and one Tactical channel; and Type I SRRs - UHF Tactical channel.
- 3.38.3.4** Restoral for the LRR UHF G/A/G radio communication specified above must occur within 3 hours. Restoral for Type I SRR UHF G/A/G radio communication specified above must occur at the next site visit, whether it is preventive maintenance, corrective maintenance or an opportunity visit where space on the aircraft allows for the presence of the necessary technical personnel, parts, materials, tools or test equipment; unless the adjacent site's Tactical UHF radio is also unserviceable, in which case, one of the affected Tactical UHF radios must be restored within 48 hours. Notwithstanding the above, restoral of SRR UHF G/A/G radio communications must occur within 30 calendar days of interruption; and
- 3.38.3.5** Readiness-Normal-Very High Frequency (VHF) Radios: The Contractor must provide continuous VHF guard and G/A/G radio communications channels from LRR sites and VHF G/A/G radio communications from Type I SRR sites to the CADS demarcation point (CDF) in accordance with the performance standard of 96% availability. Restoral of LRR VHF G/A/G radio communications specified above must occur within 3 hours. Restoral of Type I SRR VHF Tactical G/A/G radio communications specified above must occur at the next site visit, whether it is preventive maintenance, corrective maintenance or an opportunity visit where space on the aircraft allows for the presence of necessary technical personnel, parts, materials, tools or test equipment; unless the adjacent site's VHF radio is also unserviceable, in which case, one of the affected VHF radios must be restored within 48 hours. Notwithstanding the above, restoral of SRR VHF Tactical G/A/G radio communications must occur within 30 calendar days of interruption.
- 3.38.3.6** The Contractor must monitor the quality of radar data continuously and initiate appropriate corrective action to maintain readiness normal. Data quality and status must be ensured by monitoring and analyzing data provided by the Maintenance Control System (MCS) and Performance Database Support Software (SDSS) for the AN/FPS 117 radar, and Site Display Units (SDUs) for the UPX 39 MSSR, and Remote Control Group (RCG) for the AN/FPS 124 radar.
- 3.38.3.7** The Contractor must produce a PME radar data and G/A/G communications availability report that is calculated on a monthly basis for each NWS site. The availability report must include availability as calculated using the provided formula and operational availability, as per CDRL and DID. {**CDRL, DID**}

### **3.39 Maintain Hard Copy Log Books**

**3.39.1** The Contractor must maintain hard copy log books at the NWSCC for the Network Control Facility (NCF), Electronic Control Facility (ECF) and Maintenance Control Facility (MCF) for each NWS zone (15 log books total). The log books must record equipment parameter changes and radio communications with the NWS operation and maintenance (O&M) aircraft.

### **3.40 Manage Equipment Status Reports**

**3.40.1** The Contractor must open, update and ultimately close Equipment Status Reports (ESRs) for all PME whenever the equipment status changes from fully serviceable. Reports must be managed in cooperation with the SM section. Refer to 1 Canadian Air Division Orders, Vol 4, 4-308 Equipment Status Reports (ESR) and CFACM 50 301 (ESR Procedures Manual) and Standard Operating Procedures for reporting on ESRs. ESR data fields must include:

**3.40.1.1** ESR number;

**3.40.1.2** Site;

**3.40.1.3** Equipment;

**3.40.1.4** Channel assembly;

**3.40.1.5** Work Unit Codes (WUC) (where available for United States Air Force (USAF) equipment);

**3.40.1.6** Start date;

**3.40.1.7** Start time;

**3.40.1.8** Downtime code;

**3.40.1.9** Scheduled/unscheduled;

**3.40.1.10** Delay code;

**3.40.1.11** Status - channel;

**3.40.1.12** Status - subsystem;

**3.40.1.13** Stop time;

**3.40.1.14** Julian date;

**3.40.1.15** Related facility; and

**3.40.1.16** Remarks.

### **3.41 Monitor and Respond to Automated Notifications and Alarms**

**3.41.1** The Contractor must respond to automated notifications and alarms. Response must consist of remotely analyzing and correcting system faults from the NWSCC or dispatching repair teams from the local LSS to mitigate damage/loss to site infrastructure and mitigate loss of operational capability.

**3.41.2** Upon notification of a condition that jeopardizes site preservation, the Contractor must initiate immediate response to prevent the unacceptable loss of or damage to a site and/or its equipment. Site preservation must take priority over normal readiness restoral time considerations. Situations which have the potential to cause loss or damage to a site and its equipment and precipitate a response include:

**3.41.2.1** Heat or power failure;

**3.41.2.2** Loss of power generating redundancy when the last remaining serviceable Diesel Electric Generator (DEG) is brought on line;

**3.41.2.3** Loss of remote monitoring and control capability, either directly or through the loss of communication to the site;

**3.41.2.4** Loss of structural integrity of sites which would expose equipment and facilities to damage;

**3.41.2.5** Fire alarms; and

**3.41.2.6** Fuel spills, low fuel levels or suspected fuel leaks.

**3.41.2.7** The Contractor must monitor security systems including security alarms and cameras remotely through data communications links to the NWSCC. When alarm systems are activated the Contractor must:

**3.41.2.7.1** Verify that the alarm is caused by an intruder by confirming the initial indication(s) with other sensors;

**3.41.2.7.2** Advise SM section of the intrusion and provide follow-up information;

**3.41.2.7.3** With the use of the public address system, attempt to contact the intruder and if successful, advise the SM section of name, purpose of visit and other relevant data pertaining to the intrusion;

**3.41.2.7.4** Make a log entry as to date, time, site and any other relevant data pertaining to the intrusion;

**3.41.2.7.5** Open a work order so that the site is surveyed for damage on the next site visit; and

**3.41.2.7.6** Submit a security incident report to NWSO with a copy to the 22 wing military police. {**CDRL, DID**}

**3.41.2.7.7** The Contractor must quarantine all manual and electronic logs after any significant incident occurs.

### **3.42 Report All System Outages**

- 3.42.1** The Contractor must report all PME outages greater than 2 minutes using the Equipment Status Report (ESR) system as per {Work Management Section of SOW}. The Contractor must keep the SM section informed of PME outages by continuously updating the ESR until the outage has been corrected.
- 3.42.2** The Contractor must report all non-PME outages via a Work Order System as per {Work Management Section of SOW}. The Contractor must continuously update the work orders until corrective action has been completed.

### **3.43 Monitor and Respond to Aircraft Radio**

- 3.43.1** The Contractor must respond to and initiate radio voice communications with NWS O&M aircraft. The Contractor must attempt to initiate contact with aircraft 60 minutes overdue at their scheduled destination and for which the position of the aircraft is unknown. The Contractor must contact Nav Canada Flight Services to ascertain the status of the aircraft. The Contractor must submit an Aircraft Overdue report to NWSO. {CDRL, DID}

### **3.44 Change Equipment Parameters**

- 3.44.1** The Contractor must change equipment parameters as requested by Canadian Air Defence Sector (CADS) for AN/FPS117 and AN/FPS 124. All parameter changes must be logged.

### **3.45 Annual Operational Scenario**

- 3.45.1** The Contractor must conduct an annual synthetic operational exercise to validate the training of personnel and effectiveness of SOPs in responding to emergencies. The evaluation must be conducted as a desk top exercise and must include NWSO as a participant.
- 3.45.2** Upon completion of the exercise, a report must be provided to NWSO summarizing the effectiveness of the exercise, particularly any shortcomings identified, and how those shortcomings are to be addressed, up to and included an update of applicable plans and/or procedures. {CDRL, DID}

### **3.46 Report all system outages, emergencies and incidents.**

**3.46.1** Report all PME outages. Provide SM Section with updates for corrective maintenance, site and equipment status on PME via the ESR system, as per related section(s) Update when status changes. Report all non-PME outages via a Work Order System, as per related sections inform SM Section within 15 minutes of NWS site emergencies and incidents. Report emergencies and incidents as specified in this SOW. Respond to NWSO or CADS requests for clarification on the status of NWS operations and maintenance activities. Respond to queries from, interface with and interact with the military authorities of the CADS, SM Section. Interactions may occur through telephone, internet or in person. Quarantine all manual and electronic logs after any significant incidents identified by or reported to the NWSCC. Confirm operational status of NWS equipment after downtime.

### **3.47 Request authorization from SM Section prior to taking PME out of service for a scheduled activity.**

**3.47.1** Request authorization from SM Section 24 hours in advance, 2 hours prior to and immediately in advance of, taking PME out of service for scheduled maintenance, training or modification purposes. Log all requests. Attend monthly PMI schedule meetings with CADS personnel.

### **3.48 Coordinate equipment downtime.**

**3.48.1** Liaise with SM Section. Log all notifications. Initiate ESRs for any reportable equipment status changes and report status changes to SM. Confirm operational status of NWS equipment after downtime and prior to return to operational control.

### **3.49 Respond to queries and requests for information.**

**3.49.1** Respond to e-mails, telephone calls and correspondence regarding NWS maintenance information or assistance from NWSO TA or NWSO approved agencies.

**3.49.2** Monitor the quality of radar data and initiate appropriate corrective action.

**3.49.3** Monitor both LRR and SRR radar data continuously in accordance with readiness levels detailed in mentioned sections of this SOW. Ensure optimal radar data is available at the operations centre. Data quality and status is assured by monitoring and analyzing data provided by the Maintenance Control System (MCS) for the AN/FPS 117 radar, PDSS for the AN/FPS 117, SDUs for the UPX 39 MSSR, RCG for the AN/FPS 124 and the BML for the AN/FPS 124. Quarantine all manual and electronic logs after any significant incidents identified by or reported to the NWSCC.

**3.50 Provide technical assistance to remote site maintenance personnel.**

**3.50.1** Technical assistance includes: troubleshooting, restoration, fault isolation and equipment reconfiguration.

### **3.51 Section 3 - SUB-SECTION 3 – Mobile Support Equipment (MSE)**

#### **3.52 MOBILE SUPPORT EQUIPMENT**

##### **3.53 Introduction to MSE**

**3.53.1** The Contractor shall be responsible for the procurement, operation, maintenance and life cycle management of North Warning System (NWS) mobile support equipment (MSE), including the procurement of replacement and new MSE.

##### **3.54 Definitions**

**3.54.1** *Administrative MSE* means passenger and light cargo carrying vehicles assigned to support day to day site operations.

**3.54.2** *Government Furnished Equipment Mobile Support Equipment (GFE MSE)* means those vehicles or equipment provided by DND (NWSO) for the Contractor's use in direct support of the operation and maintenance of the NWS.

**3.54.3** *MSE Job Limit* means the limit for MSE, being eighty (80) or less hours to complete a specific MSE task.

##### **3.55 References**

**3.55.1** NWS MSE Vehicle Listing;

**3.55.2** NWS MSE Preventive Maintenance Program;

##### **3.56 NWS MSE Management Plan**

**3.56.1** The Contractor shall prepare, implement and administer an NWS MSE management plan. The plan shall include the Contractor's approach to:

**3.56.1.1**

**3.56.1.2** Tracking the location, type and status of NWS MSE;

**3.56.1.3** The reporting and investigation of MSE incidents;

**3.56.1.4** The tracking and recording of MSE hours, and oil and fuel consumption;

**3.56.1.5** Maintaining certification of NWS fuel trucks;

**3.56.1.6** The provision of administrative support MSE;

**3.56.1.7** The procurement of MSE spares;

**3.56.1.8** The implementation of a Preventive Maintenance (PM) program for NWS MSE;

- 3.56.1.9 Completion of limited technical inspections;
- 3.56.1.10 The implementation of Corrective Maintenance (CM) on NWS MSE;
- 3.56.1.11 The provision of MSE recovery services;
- 3.56.1.12 LCMM

### **3.57 MSE Operations**

#### **3.57.1 MSE Fleet Management Report**

**3.57.1.1** The Contractor shall prepare and administer an MSE Fleet Management Report. The report shall list the following data fields:

- 3.57.1.1.1 NWS location;
- 3.57.1.1.2 Equipment Identification Number (EIN);
- 3.57.1.1.3 Item number;
- 3.57.1.1.4 NWS Catalogue Identifier (NWSCI);
- 3.57.1.1.5 Equipment Configuration Code (ECC);
- 3.57.1.1.6 Canadian Forces Registration Number (CFR#);
- 3.57.1.1.7 Equipment description;
- 3.57.1.1.8 OEM model/part number;
- 3.57.1.1.9 Serial number;
- 3.57.1.1.10 Running hours
- 3.57.1.1.11 Volume of engine oil used (litres)
- 3.57.1.1.12 Total fuel consumption (litres)
- 3.57.1.1.13 Total accumulated hours;
- 3.57.1.1.14 Fiscal year into service;
- 3.57.1.1.15 Fiscal year due out;
- 3.57.1.1.16 Life cycle expectancy;
- 3.57.1.1.17 In- service years;
- 3.57.1.1.18 Status e.g. Serviceable/unserviceable;
  
- 3.57.1.1.19 Remarks e.g. Reason MSE is unserviceable, work order, etc.

### **3.58 MSE Incidents**

**3.58.1** The Contractor shall submit initial and follow-up reports for all vehicle incidents. Follow-up reports are to document the status of the investigation and corrective actions which are planned/completed until such time as the incident is considered closed. The Contractor shall bear all cost for MSE repairs due to MSE incidents. {CDRL, DID}

### **3.59 Maintain Fuel Truck Certification**

**3.59.1** The Contractor shall maintain certification of fuel trucks as required by CSA B620. Certification reports shall be submitted to the NWSO TA upon receipt. {CDRL, DID}

### **3.60 Provide MSE**

**3.60.1** The Contractor shall be responsible for the procurement and maintenance of Contractor owned administrative support MSE at Inuvik, Northwest Territories, Iqaluit, Nunavut, Goose Bay, Labrador and North Bay, Ontario. Administrative MSE in these locations shall not bear Department of National Defence (DND) license plates.

**3.60.2** The Contractor shall be responsible for procuring new MSE on behalf of the Government at all LLR sites throughout the NWS. Procurement of MSE will be in accordance with Section XX of the SOW.

### **3.61 Manage MSE Spares**

**3.61.1** The Contractor shall manage MSE spares based on levels determined by the LCMM. Procurement of spares will be in accordance with Section XX of the SOW

### **3.62 MSE Preventive Maintenance**

**3.62.1** Implement MSE Preventive Maintenance Program

**3.62.1.1** The Contractor shall provide all labour and material to implement the NWS MSE Preventive Maintenance Program as provided by the NWSO TA, Reference 5.5.5.2. Preventive Maintenance (PM) tasks are for vehicles and MSE as listed in 5.5.5.1. A listing of all PM tasks shall be maintained on-line. PM shall be tracked as tasks in the NWS work management system. PM tasks not completed shall be recorded as exceptions, and included in a PM Exception report {CDRL, DID}. PM exceptions greater than quarterly shall remain open, and shall be completed at the earliest opportunity.

**3.62.2** Perform Limited Technical Inspections (LTI's)

**3.62.2.1** The Contractor shall perform LTIs on NWS vehicles and MSE under the following circumstances:

- 3.62.2.1.1** Annually for existing vehicles and MSE;
- 3.62.2.1.2** Upon acceptance of new vehicles and MSE;
- 3.62.2.1.3** When a vehicle or MSE is recommended for disposal;

3.62.2.1.4 Upon loan to an NWS sponsored agency or personnel and upon return from such loan; and

3.62.2.1.5 Upon use on NWS approved projects and upon return from such use.

3.62.2.2 The Contractor shall document the results of each LTI. All inspection and maintenance requirements shall be indicated and the required repair parts shall be priced and totalled. {CDRL, DID}

3.62.2.3 NWSO TA shall retain the right to conduct LTIs.

### **3.63 MSE Corrective Maintenance**

#### **3.63.1 Perform MSE Corrective Maintenance**

3.63.1.1 The Contractor shall provide all labour and material to perform Corrective Maintenance (CM) activities on NWS MSE up to the MSE job limit. The Contractor shall notify the NWSO TA prior to commencing work if the MSE repairs are known or expected to exceed the MSE job limit. Repair activities on NWS MSE shall be as specified by the Original Equipment Manufacturer (OEM) where applicable. Replacement parts shall operate as original and shall not create an increased risk to the environment and health and safety of individuals or reduce the operating efficiency/life span of the MSE.

### **3.64 MSE Fleet Life Cycle Management**

3.64.1 The Contractor shall provide a list of GFE MSE that is recommended for replacement for the next three years. Replacements are to be justified through LCMM best practices, as defined in Section XX of this SOW. The list is to be provided to the NWSO TA annually by 15 December.

### **3.65 Track vehicle and MSE cumulative cost data.**

3.65.1 The Contractor shall track all vehicle and MSE cumulative cost data and provide it in an annual report. The report will have the following data fields at a minimum:

3.65.1.1 NWS Location;

3.65.1.2 NWS Catalogue Identifier (NWSCI);

3.65.1.3 Canadian Forces Registration Number (CFR#);

3.65.1.4 Equipment Description;

3.65.1.5 Work Order Number (WO#);

3.65.1.6 Work Order Date (day-month-year);

3.65.1.7 Description of Maintenance Performed;

- 3.65.1.8 Material and Labour Cost; and,
- 3.65.1.9 Cost to Date.

### **3.66 Maintain Lift Platforms Certification**

- 3.66.1 The Contractor shall maintain certification of lift platforms as required by the manufacturer. Certification reports shall be submitted to the NWSO TA upon receipt. {CDRL, DID}

### **3.67 Manage Trip Tickets**

- 3.67.1 The Contractor shall manage Trip Tickets for DND Vehicles operating at Community based LRR sites. The Contractor's MSE coordinator will send a copy of all Trip tickets to the MSE TA on a quarterly basis. The Trip ticket will be in accordance with DND standard forms.

### **3.68 Vehicle daily inspections**

- 3.68.1 Contractor drivers must fill in the Vehicle Dailey inspection (daily log) each time a new driver is using the vehicle. R.L.

### **3.69 License Plates.**

- 3.69.1 The NWSO MSE TA will issue the Canadian Military License plates for vehicles owned by the Department of National Defence. Contractor is to install the plates on DND vehicles. Contractor is to report loss/missing license plates to NWSO MSE TA. Local police Force and Canadian Military Police. Contractor must participate with the investigation efforts by Local/Military Police Force and accordingly implement any provided recommendations to NSWO MSE TA.

### **3.70 Vehicle disposal**

- 3.70.1 The Contractor shall dispose of Contractor is to submit an appropriate Disposal Form, updated Limited Technical Inspection report and must provide the latest pictures for each Vehicle/MSE being disposed. NWSO MSE TA will coordinate vehicle/MSE disposals through GOC (Government of Canada) Surplus Website.

### **3.71 Manage Vehicle Task Card**

- 3.71.1 Maintain Volume 1 of the NWS PM Program and all Vehicles Fleets and Mobile support equipment task cards. Update task cards including maintenance intervals and methods to ensure continued serviceability of equipment and system, any task card changes must be approved by NWSO MSE TA.



## SOW Section 4:

**NWS**

**RCAF and USAF**

**Logistics**

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## Section 4 RCAF and USAF LOG SOW

The purpose of this RCAF Statement of Work (SOW) is to provide special instructions and procedures required for all in and out of country Contractors engaged in the management of national inventory on behalf of the Department of National Defence (DND).

The section 4 is to be used primarily as a guide for in-service support contracts. It is important that this LOG SOW be utilized with minimal changes for reasons of procurement standardization and departmental accountability. Changes are permissible where there is a need to clarify specific requirements that would apply to equipment/weapon systems undergoing procurement and contract action.

The section 4 is distributed on the authority of the Assistant Deputy Minister (Material) (ADM (Mat)). It will be distributed, as required, internally to ADM (Mat) staff engaged in creating In-Service Support Contracts and Procurement Instruments (PI) and those who manage In-Service Support Contracts.

### **4.1 DEFINITIONS**

Refer to TBD for definitions relevant to this section.

#### **4.1.1 GFE/GFI:**

**4.1.1.1** Government Furnished Equipment (GFE) is government owned equipment provided by DND to a contractor, on a loan agreement, to be used during the contract period and returned in essentially the same condition (subject to fair wear & tear) at the end of the contract.

**4.1.1.2** Government Furnished Information (GFI) is any information that DND will provide, on a loan agreement, to the contractor to enable contract fulfillment.

### **4.2 REFERENCES**

**4.2.1** A-LM-186-001/JS-001 Warehousing and Materiel Handling Manual (M)

**4.2.2** A-LM-187 Series Packaging and Preservation - General and Detailed procedures DND packaging and Handling Procedures (M)

**4.2.3** A-LM-007-014/AG-001 Canadian Forces Supply Manual (M)

**4.2.4** International Traffic in Arms Regulations (ITAR) (M)

**4.2.5** PWGSC's Controlled Goods Directorate's Web Site (M) at; <http://ssi-iss.tpsgc-pwgsc.gc.ca/dmc>

**4.2.6** Current hazardous materials plan

**4.2.7** List of hazardous materials at contract start

**4.2.8** NWS Inventory Listing

**4.2.9** Maximum Repair Cost Listing

#### **4.2.10 Declaration of Surplus/DND 1303 Form**

### **4.3 SYSTEM OF RECORD**

All GFE and GSM supply transactions and movements of materiel must have a complete electronic audit trail within the Government supplied MAXIMO application. The Contractor must manage all GFE/GSM logistics activities defined in this section through documented procedures. The Contractor must exercise control for the complete inventory of GFE and GSM Material. The Contractor must be responsible for supporting MAXIMO queries as requested by the North Warning System Office Technical Authority (NWSO TA).

#### **4.3.1 MAXIMO to DRMIS Migration Plan**

NWS currently uses Maximo as system of record and plans to use DRMIS as system of record in the future for tracking DND assets. DRMIS will become the system of record replacing Maximo, however, USAF assets will still be tracking in Maximo. Contractor is to develop a plan to migrate the current System of Record from MAXIMO into DRMIS and implement the plan upon approval of the NWS TA. The plan will demonstrate a feasible migration plan of migrating DATA that is to occur within 4 year of the awarding of this contract. DRMIS accounts and training will be provided by DND.

### **4.4 SUPPLY SYSTEM CONOPS**

#### **4.4.1 General**

Within the context of Contractor Care, Custody and Control of the NWS, the Contractor must plan and execute the acquisition of all material and spares, warehouse and distribute material to meet system and program requirements, repair and overhaul NWS spares, and manage and dispose materiel in accordance with the requirements of this SOW.

#### **4.4.2 Supply System Structure**

The North Warning System sites are divided into first-line, second-line, and third-line units.

These units are defined as follows:

First Line: SRR & LRR sites

Second Line: Logistical Support Sites

Third Line: National Inventory Control Point (Supply Depot). The North Warning System Support Centre (NWSSC) at 22 Wing North Bay fulfills this role and must be used the central point for:

**4.4.2.1** Logistical support for the repair and overhaul of NWS repairable items;

**4.4.2.2** Coordination of repairable items not supported by the NWSSC by commercial sources;

**4.4.2.3** Customs consolidation; and

**4.4.2.4** Provide 3rd line warehousing of NWS national inventory.

### **4.4.3** Sparing Levels Requirement

The Contractor must ensure sufficient serviceable spares are available in order to satisfy minimum and maximum stock levels and entitlements for each stocked item to ensure that NWS equipment and systems are maintained to meet NWS mission requirements.

#### **4.4.3.1** Entitlements

First-line units are allocated spare entitlements based upon the equipment and amount of storage located on-site and based on work order history at a zone.

Entitlements levels shall be recommended by the Contractor and accepted by the NWSO TA. Where spares are required to support multiple sites, the Contractor shall determine the optimal storage location, considering warehousing capacity, and transportation accessibility and shall ensure warehouse levels are set to meet the designated requirement and ensure any special storage precautions are satisfied. DND will provide the current entitlement level list and the contractor must maintain and adjust the entitlement IAW operations and maintenance requirements. Entitlements must not be adjusted upward or downward by the Contractor without acceptance from the NWSO TA.

#### **4.4.3.2** Stock Levels

Stock levels are set at defined levels to ensure that NWS equipment and systems can meet mission requirements.

Min/max stock levels must be maintained and upgraded based on life cycle material management (LCMM) data as detailed further in this Statement Of Work (SOW), on-going consumption data and shall consider available storage space. Once the minimum stock level breached the MAXIMO system should automatically create a purchase order.

## **4.5 Materiel Movement**

### **4.5.1** Materiel Movement Plan

The Contractor must prepare, implement and administer an annual Materiel Movement Plan which shall describe the Contractor's approach to managing the purchasing, delivery, transfer and retrograde of cargo in support of NWS operations for each contract year. The material movement plan must be ready in April following the contract award. This must be in line with the sealift accepting material at the ports (Hay River NWT and Valleyfield, QC) deadline of 15 Jun. The plan must include at a minimum:

**4.5.1.1** Establishing contracts with shipping agents/freight forwarders;

**4.5.1.2** Establishing contracts for the shipping of NWS materiel;

- 4.5.1.3** The management of NWS sealift activities, including north bound, south bound and lateral movement of hazardous and non-hazardous material;
- 4.5.1.4** The management of government furnished airlift activities, including movement of materiel forward from the Logistics Support Site (LSS) to sites within that LSS's zone;
- 4.5.1.5** Ground transportation between vendors and sealift points;
- 4.5.1.6** The provision of additional materiel movement in support of additional work requirements;
- 4.5.1.7** The contractor must include an annual retrograde program for all sites in its movement plan. Any site not having its annual retrograde must be reported to the NWS via retrograde exception report (CDRL, DID)
- 4.5.1.8** An annex which is to be the Current Year (CY) detailed materiel movement activities complete with sealift consist list and LSS-F to fox-3 listing of material into/out of fox-3.

The plan must be in a format proposed by the Contractor and accepted by the NWSO TA. The plan must be reviewed and updated at a minimum annually. The hard copy of the controlled plan must be provided to the NWSO TA. The initial plan must be submitted by April 15 annually. No instance of the Plan not being available. No instance of the Plan not being updated at a minimum annually. No example of a controlled copy of the Plan not being provided to the NWSO TA. Plan must reflect a 95% accuracy of actual execution.

#### **4.5.2 Establish Shipping Agent Contracts**

The Contractor must establish contracts for freight forwarding of NWS materiel with shipping agents at the embarkation ports. The Contractor must ensure that forecasted delivery timelines meet NWS program requirements. Approximate 2 contracts per year and contracts must be established to meet movement requirements 100% of the time.

#### **4.5.3 Sealift**

##### **4.5.3.1 Establishing Sealift Shipping Contracts**

**4.5.3.1.1** The Contractor must procure and manage a sealift cargo capability for the movement of GFE/GSM excluding bulk fuel as follows:

- 4.5.3.1.1.1** Movement of north bound cargo to the NWS Sites;
- 4.5.3.1.1.2** Lateral movement of cargo between sites; and
- 4.5.3.1.1.3** South bound retrograde of cargo and equipment including hazardous waste from the NWS Sites.

**4.5.3.1.1.4** In the west, the Contractor may utilize deck space on the USAF contracted fuel supply barges. When utilizing the services of the USAF Contracted service provider, the cost for the deck space shall be between the Contractor and the transportation company. Sites where USAF does not deliver fuel, the contractor shall be responsible to arrange for delivering the cargo to the designated location and bear the cost.

#### **4.5.3.2 Manage Materiel Movement – Sealift**

The Contractor must manage all aspects of sealift movement of materiel including at a minimum the following:

- 4.5.3.2.1** Assembling a detailed Sealift Consist List and an additional list to move material between LSS-F to FOX-3 which is a land locked site. This materiel movements list must be an annex to the Materiel Movement Plan;
- 4.5.3.2.2** Plan, organize and document all cargo activities;
- 4.5.3.2.3** Coordinate the movement of cargo from vendors to points of embarkation;
- 4.5.3.2.4** Coordinate the loading and offloading operation between the carrier and Contractor personnel;
- 4.5.3.2.5** Prepare hazardous materials cargo for transport;
- 4.5.3.2.6** Prepare hazardous waste for retrograde as required by TDG regulations;
- 4.5.3.2.7** Prepare retrograde cargo and cargo to be transferred for shipment and place it at the site warehouse or high water mark as agreed with the carrier;
- 4.5.3.2.8** Communicate with carriers to establish exact date and time of arrivals;
- 4.5.3.2.9** Receipt and warehouse cargo within 30 days of delivery.

#### **4.5.4 Airlift**

The Contractor must manage all aspects of airlift movement of materiel. Government furnished airlift as detailed in RCAF SOW is provided to the Contractor to meet the requirements of this SOW including airlift to move material between FOX-3 and FOX-M. The Contractor must use USAF provided airlift in the most efficient and economical manner as determined by the NWSO TA.

#### **4.5.5 Ground Transportation**

##### **4.5.5.1 Manage Materiel Movement – Ground Transportation**

The Contractor must provide ground transportation for materiel movement where physically and economically possible particularly between vendors and sealift embarkation/debarkation points. The Contractor is responsible for the movement of materiel from NWS site sealift areas to its final destination on site using MSE. The Contractor must ensure that required site MSEs to support sealift delivery are serviceable and available.

#### 4.5.5.2 Manage Additional Materiel Movement (in & out)

The Contractor must provide and manage additional cargo movement as required by the NWSO TA for items not covered under the fixed price of the contract on a reimbursable basis. Cargo will be primarily for AWR project material. Estimated an average of 7 additional cargo movements annually. No example of cargo movements not happening due to circumstances within the Contractor's control. The following are the estimated average annual cargo movement.

4.5.5.2.1 2.2.4.2.1 One typical SRR site: Northbound sealift: 3 tonnes; Southbound sealift: 0 tonnes; Inbound airlift: 8.25 tonnes; Outbound airlift: 6.5 tonnes.

4.5.5.2.2 2.2.4.2.2 One typical unattended LRR site: Northbound sealift: 95 tonnes; Southbound sealift: 13.5 tonnes; Inbound airlift: 30.5 tonnes; Outbound airlift: 23 tonnes.

4.5.5.2.3 2.2.4.2.3 LSS-C (CAM-MAIN): Northbound sealift: 46 tonnes; Southbound sealift: 36 tonnes; Inbound airlift: 40 tonnes; Outbound airlift: 46 tonnes; Inbound commercial airlift: 52 tonnes; Outbound commercial airlift: 13 tonnes.

4.5.5.2.4 2.2.4.2.4 LSS-F (FOX-MAIN): Northbound sealift: 147 tonnes; Southbound sealift: 74 tonnes; Inbound airlift: 46 tonnes and outbound airlift: 53 tonnes; Inbound commercial airlift: 33 tonnes; Outbound commercial airlift: 25 tonnes; Inbound C-130 airlift: 32.5 tonnes; Outbound C-130 airlift: 24.5 tonnes.

## **4.6 INVENTORY**

### **4.6.1 Stocking Taking**

The Contractor must conduct cyclical stocktaking on a two-year cycle for all GFE and GSM with 50% of NWS sites performed in the first year and the remaining 50% of NWS Sites in the second year. As part of the process, If Contractor finds ITEM/Material non-catalogued, they must have it catalogued with a NSN/PSCN.

Any discrepancies were found during stocktaking must be reported to NWS TA within 10 business days and were adjusted IAW 8.1.7.2

In conjunction with the two year stocktaking schedule, the Contractor must carry out a review of GFE/GSM. This will ensure all of the material is brought on charge on completion of the stocktaking.

As part of the process, Contractor must validate Materiel Part number, NCAGE code, serial number information and update Maximo in case of any discrepancies.

For consumable/non-rotating items, manufacturer part numbers and NCAGE must be updated.

For Non-consumable/rotating items, Manufacturer part number, NCAGE and serial number must be updated.

### **4.6.2 Inventory Adjustments**

Upon acceptance of the SSR and/or SIR by the NWSO TA, the Contractor must perform inventory adjustments for items brought on charge, stock type change, stock code conversions,

change of location, shelf life, unit of issue changes, or for any other reason to ensure the integrity of the inventory. Inventory adjustments performed as part of inventory maintenance activities must be updated in Maximo and reported to the NWSO TA on a monthly basis via the Monthly Inventory Adjustment Report.

**4.6.3** DND retains the right to conduct random stocktaking at any time.

#### **4.6.4 LOSS OR DAMAGE TO DND MATERIEL**

The Contractor must report to the supporting NDQAR and NWSO all instances of loss or damage to government owned materiel in his custody within two (2) working days of confirmation of its discovery.

**4.6.5** Manage moveable heritage assets in accordance with the Apply a Heritage Conservation Program section.

### **4.7 Warehousing**

#### **4.7.1 Government Furnished Warehousing**

Description of scope: #warehouses 6, 2113 different items, quantity 11558

DND will provide the Contractor warehousing and storage for government owned materiel and hazardous waste. Each warehouse must be divided into the following sections: receipts/issues, serviceable spares (divided between RCAF/USAF spares), repair & disposal (divided between RCAF/USAF items), project/IQ material. Contractor must use MAXIMO to perform Material Management functions related to this contract. NWS materiel having a specific shelf life with a time expiration date must be controlled using the First-In-First-Out (FIFO) principle. Contractor must adhere to the Warehousing policies and procedures detailed in ALM-186.

One electronic capability to track warehousing of NWS inventory.

Not more than one error in 20 randomly selected electronic records for inventory 100% of the time. Canadian GFE/GSM: Total unique line items is 2113, total quantity is 11558 items.

Support equipment and material: Not more than one error in a random sample of 20 items.

#### **4.7.2 Warehouse Distribution and Movement of National Stock**

##### **4.7.2.1 Issue and Redistribute Stock**

##### **4.7.2.2 First-In-First-Out**

NWS materiel having a specific shelf life with a time expiration date must be controlled using the First-In-First-Out (FIFO) principle.

The Contractor must review, at a minimum annually, authorized entitlement and stock levels and determine optimal positioning of spares based on failure rates, number of spares and

transportation limitations. The DND TA may request a rapid ad hoc assessments of specific spares as and when required.

#### **4.7.2.3 Stock Movement via the Most Efficient Means Possible**

The Contractor shall issue and redistribute theatre stock of GFE and GSM accordingly to meet NWS mission requirements as defined in this SOW. The Contractor shall distribute theatre stock in the most efficient and cost-effective manner evaluating the cost-effectiveness of redistribution within the NWS versus the cost of procuring an item through commercial sources. Factors to be considered shall be transportation costs and methods, source availability and priority of the requirement. Robbing parts or components from serviceable equipment not in-use to be installed on similar non-serviceable equipment in order to bring that in-use equipment to an operational state shall be permitted. Robbing shall be rigidly controlled, kept to an absolute minimum and shall be properly recorded and accepted by the NWSO TA.

### **4.8 Packaging**

Specific packaging instructions must be adhered to by the Contractor in order to assure maximum life, utility and performance of materiel.

The Contractor shall be responsible for the packaging of NWS materiel for transport to ensure its security, to prevent damage and to guarantee legislative compliance particularly for hazardous materials and hazardous waste. Packaging of materiel is an on-going requirement. No examples of materiel or equipment damaged during transport due to poor packaging. All hazardous materiel packaged as per regulatory requirements.

### **4.9 Labeling**

The Contractor shall label shipments based on content, destination, transportation mode, urgency, such as MICAP/HPR, and in accordance with legislative requirements such as hazardous materials and hazardous waste. Labeling is an on-going Requirement. No instance of a package improperly labeled. All HAZMAT packaging to be labeled as required by legislation.

### **4.10 Shipping**

The Contractor shall group and consolidate items for shipping by destination to meet priority requirements and required delivery dates including shipment of USAF-owned items to US destinations. The Contractor shall provide customs brokerage services and shall process all documents required to support the shipping function including manifests, shipper's declarations for dangerous goods, and customs documents for items being shipped to and from the US. All of the Contractors staff involved in shipping shall be ITAR-trained.

All manifests are accurate. All HAZMAT shipments accompanied by appropriate declarations. No more than one instance annually of a shipment to/from the US delayed in customs due to improper documentation. Contractor to demonstrate that all staff involved in shipping has valid

ITAR training.

## **4.11 Repair and Overhaul**

### **4.11.1** Extent of Work/Types of Equipment

### **4.11.2** Establish and Manage Repair Contracts

For NWS repairable items not supported by the NWSSC, the Contractor must establish and manage repair contracts with third party vendors. The Contractor must ensure that third party repair vendors are Original Equipment Manufacturers (OEMs), their authorized distributors or other service providers who possess the necessary qualifications and expertise to implement the required repair. The Contractor must maintain an Approved NWS Repair Vendor List.

Contractor to initiate and maintain repair contracts for those items not repaired in-house. No example of repairs being delayed due to the lack of a repair contracts.

**4.11.3** The Contractor must coordinate the repair of unserviceable GFE/GSM to meet operational requirements as specified in this SOW and on a priority basis to maintain available sparing levels. All repairs and calibration activity must be coordinated through the NWSSC. Repair and shipping costs must be AWR funded through an annual OMNIBUS contract provided by Canada. The MRC must be 75% of replacement cost. The MRC is subject to market variables and the Contractor must review it periodically and update it accordingly to ensure accuracy.

The Contractor must repair and overhaul equipment and spares when it's economically advantageous to do so and they have received authorization. This authority is in accordance with the Selection Notice and Priority Summary (SNAPS). Stores Removal Request (SRR), an approved Repairable Materiel Request (RMR) for a Repairable Materiel Account or Task Authorization/DND 626. It is the Contractor's responsibility to determine amount of repair and overhaul work to be performed to ensure that sufficient equipment and spares are available to support NWS operations.

**4.11.4** Different types of DND equipment to be repaired are categorized as either:

**4.11.4.1** Selected equipment,

**4.11.4.2** Non selected equipment,

**4.11.4.3** Major equipment,

**4.11.4.4** Repair Of Sub-Components And Accessories

**4.11.4.5** Refer to Chapter 1.4 of A-LM-184-001/JS-001 for further information on the different types of DND Equipment that are authorized for repair and the category types.

**4.11.5** Repair and Overhaul (In And Out Of Country) Process

## **4.12 Inspection**

### **4.12.1 Selection Notice Observation Message (SNOM)**

Contractors must use a SNOM to report any or all observations to the Procurement Authority for in and out of country contracts.

Refer to Chapter 2.1 of A-LM-184-001/JS-001 for further information on SNOMs.

## **4.13 Initial Inspection of Repairable Material**

The Contractor may be granted authority to strip the equipment to assess its repair or overhaul potential and to estimate costs.

Refer to Chapter 2.3 of A-LM-184-001/JS-001 for further instruction on inspection of repairable material.

## **4.14 Work Control**

The Contractor must ensure that the repair of all DND equipment is controlled by an internal serial numbered work order in accordance with Chapter 3.0 of A-LM-184-001/JS-001vNICP.

### **4.14.1 Completion of Work**

**4.14.1.1** On completion of Repair or Overhaul, the Contractor must transfer the material from unserviceable Storage Location or Work Order to the serviceable Storage Location.

**4.14.1.2** Refer to Chapter 3.1 of A-LM-184-001/JS-001vNICP for further information on completion of work.

**4.14.1.3** 8.1.10.6 SELECTION NOTICE AND PRIORITY SUMMARY (SNAPS) (As applicable on an exceptional basis)

**4.14.1.4** The SNAPS is a report found in the DRMIS BI Portal application and is designed to show all MMRs which are selected for repair to that RMA/SLOC, the Maximum Repair Cost (MRC) and the 24-month forecast. The information on the SNAPS must be prepared by the Contractor for the TA's approval on an annual basis.

**4.14.1.5** Refer to Chapter 4 of A-LM-184-001/JS-001 for further information on Annual Repair Forecasts.

### **4.14.2 Cost Control and Records**

The Contractor must monitor the cost of each repair to ensure that total repair costs remain within approved limits. While undergoing repair, total cost must be monitored to determine whether or not to continue the repair. The Contractor must prepare forms and maintain records. The limits are usually a 75% rule that once exceeded it will be BER, unless it is unable to purchase a new one.

## **4.15 Warranty and Recall**

Each time an item is received by the Contractor for warranty consideration and there is a dispute as to responsibility, a WRB must be established.

Refer to Chapter 9.1 of A-LM-184-001/JS-001 for more detail on the Warranty Review Board.

## **4.16 Cataloguing**

The Contractor must maintain the existing NWS catalogue as contained in the Government provided MAXIMO application. The Contractor must over the course of the contract, update and maintain the accuracy of the NWS catalogue by deleting redundant or obsolete catalogued items and catalogue new GFE and GSM used in support of the NWS as required. The Contractor must ensure that the NWS catalogue contains the standard parameters used to research GFE/GSM materiel and contains at a minimum the following mandatory data fields:

- 4.16.1** Unique Identification Number;
- 4.16.2** NATO Stock Number/PSCN (13 alphanumeric characters);
- 4.16.3** Standardized description/characteristics of the item;
- 4.16.4** Unit of Issue;
- 4.16.5** Unit Cost;
- 4.16.6** Expendability, Recoverability, Reparability Category (ERRC) Code (USAF)/Stock Type/Stock Classification (DND);
- 4.16.7** End Application Code;
- 4.16.8** Manufacturer;
- 4.16.9** Part Number;
- 4.16.10** Ownership (US or CDN or Contractor Furnished Equipment (CFE));
- 4.16.11** UN and HAZMAT Class, including disposal method;
  
- 4.16.12** NCAGE Code (NATO Commercial and Government Entity);
- 4.16.13** Configuration Item;
- 4.16.14** Buyer name (or ES-S);
- 4.16.15** Calibration frequency;
- 4.16.16** Reparability code;
- 4.16.17** Source of repair;
- 4.16.18** DMIL/ITAR code (in accordance with CFSM Volume II Chapter titled "Controlled Goods");
- 4.16.19** Manufacturer Serial Numbers;
- 4.16.20** Item Management (IM) Advisory code.
- 4.16.21** SCHC - Storage Characteristic Handling Code
- 4.16.22** Is Hazardous material?

The Contractor must ensure the NWS catalogue identifies item accountability through the use of

ERRC codes and stock type. ERRC codes and/or stock types must only be changed with the approval of the NWSO TA. For Canadian GFE and GSM, stock type codes must be applied in accordance with the Canadian Forces Supply Manual, Volume 11 Chapter 3. New items must be catalogued through CGCS or FEDLOG within 30 days of receipt.

For USAF items, use FEDLOG or a US source; for Canadian items, use FEDLOG or CGCS. A 1 NWS Catalogue All items to be catalogued within 30 days of receipt. Not more than one error in a random sample of 20.

One electronic cataloguing capability.

No instance of not updating the Catalogue based on most recent procurement and disposal initiatives.

## **4.17 Requisitioning**

### **4.17.1 Requisitioning General Requirements**

The Contractor must raise requisitions in the Government provided MAXIMO application. The Contractor shall prepare, implement and administer procedures for tracking and hastening requisitions. The procedures must include codes indicating the status of each requisition, including at a minimum: new requirements, in procurement, in transit, back-ordered, inspection and testing, and receiving to monitor each requisition as it moves through the process. All requisitioning actions to have a comprehensive audit trail.

### **4.17.2 Requisitions for GFE and/or AN/FPS-124 Radar Spares**

The Contractor must prepare requisitions for procurement of GFE and/or AN/FPS-124 Radar Spares. Requisitions must be in the form of a proposal or the use of DND form 2227 and must be submitted through DAP 7 for approval. Requirements must be evaluated on a case by case basis and the NWSO TA shall decide on whether the procurement must be by Canada or by the Contractor. In the case of a contractor procurement, the contractor must track shipment information including destination, requisition number, and estimated delivery date, and must notify the receiving party of the incoming shipments. The Contractor must maintain and update Outstanding requisitions List for GFE and AN/FPS-124 SRR Spares in Maximo ~~or~~ DRMIS. Estimated five general and *five GFE requisitions* monthly. No example of operational delays caused by improper requisitioning. All requisitioning actions must have a comprehensive audit trail.

### **4.17.3 Mission Capable (MICAP) and High Priority Requirements (HPR)**

The Contractor must process instances of MICAP and HPR as the highest priority to ensure the minimal interruption of the NWS mission. Instances of MICAP and HPR must be satisfied through the redistribution of available theatre spares/parts, procurement through NWSO TA or by robbing. Report MICAP/HPR status changes to NWSO until the situation has been resolved. Contractor to demonstrate that all MICAP/HPRs are expedited as the highest priority. No instance of delays due to improper requisitioning. Estimated three MICAP/HPRs annually.

## **4.18 Procurement**

### **4.18.1** Materiel Procurement

The Contractor must plan, execute, and manage the procurement of RCAF GFE, GSM AN/FPS 124 Spares to support NWS Fixed Firm Price (FFP) maintenance requirements and Additional Work Requirement (AWR) projects. Procurement must be done in accordance with Government of Canada policies and regulations. No example of operational delays caused by improper procurement. All procurements to have a comprehensive audit trail.

### **4.18.2** Receipts

The Contractor is responsible for the receipt, identification, inspection and distribution of all materiel, as well as the processing of receipt documentation and transactions within the MAXIMO at all NWS sites.

The Contractor must report any discrepancies in shipments to the vendor/shipper to ensure that corrective action is taken including replacement or credit is provided by the vendor/shipper.

## **4.19 8.1.14.3 Transaction Documentation**

The DND 2227 is the supply document used by all contractors when performing supply related transactions. Contractors can use their own templates, provided all of the same information appears on their templates. Contractor templates must be approved by DND prior to use.

(CDRL, DID)

Refer to Chapter 8.1 of A-LM-184-001/JS-001 for more information.

## **4.20 Disposal**

### **4.20.1** Disposal of GFE and GSM

For items identified as obsolete, scrap, surplus or BER, the Contractor shall complete the CF1303 DOS form and submit to the NWSO for approval and disposal instructions.

The Contractor shall action disposal instructions from the NWSO TA which may direct furtherance to a Government of Canada (GC) Sales Centers, Canadian Forces Supply Depot or other DND facility, local disposal facility, electronic waste facilities, or other action as required depending on the nature of the GFE or GSM being disposed.

The Contractor must comply with procedures and complete applicable supporting documents for items going to a Government of Canada (GC) Sales Centers. Once disposal of an item is approved, the Contractor shall action disposal immediately. The Contractor shall provide confirmation to the NWSO TA that military items have been disposed of by completing the form DND 2586 Certificate

of Demilitarization. The Contractor shall submit an Annual Disposal Report for RCAF Owned Equipment and Materiel.

Estimated 325 disposals annually (excludes MSE). No disposal proceeding without approval. Disposals actioned within 6 months. The contractor must complete the CF 1303 DOS form and submit to the NWSO TA for approval and disposal instruction within 72 hours of identification. The Contractor must provide confirmation that the items have been disposed of (as per NWSO's disposal instructions) within 72 hours of disposal using the DND 2586 form.

#### **4.20.2 Dispose of RCAF MSE**

The Contractor shall prepare Report Of Surplus (ROS) documentation for obsolete or BER RCAF MSE and submit it to the NWSO TA for approval. Upon approval by the NWSO TA, the Contractor shall move the asset to the designated disposal facility. The Contractor shall remove the asset from the Government Loan once it has been delivered to the disposal facility. The Contractor shall comply with all CTAT, ITAR or TDG requirements in the disposal of RCAF MSE. Estimated at 20 disposals annually and no disposal proceeding without NWSO TA's approval.

#### **4.20.3 Disposal of Retrograde**

The Contractor must not leave any retrograde at a beach location over the winter.

### **4.21 Hazardous Material and Controlled Goods**

Due diligence must be exercised when carrying out duties and responsibilities associated with hazardous materiel and controlled goods.

Refer to Chapter 2.4 of A-LM-184-001/JS-001 for further information on HAZMAT and controlled goods.

### **4.22 Hazardous Materials Management Plan**

**4.22.1** The Contractor shall be responsible for the cataloguing, procurement, shipping, storage and tracking of all NWS hazardous materials. The Contract shall prepare, implement and administer an NWS Hazardous Materials Management Plan. The plan shall document, at a minimum, the Contractor's approach to the following and as further detailed in this section:

**4.22.1.1** Training of the Contractor's staff for the safe handling of hazardous materials;

**4.22.1.2** Accepting at contract start the current inventory of hazardous materials;

**4.22.1.3** Cataloguing, selection and procurement of hazardous materials;

**4.22.1.4** Receipting, packaging and storage of hazardous materials;

- 4.22.1.5 Maintaining an NWS hazardous materials Inventory;
- 4.22.1.6 Transportation of hazardous materials;
- 4.22.1.7 Detail an emergency response plan to address HAZMAT spills;
- 4.22.1.8 Identify who is responsible for the oversight and compliance with Hazardous Materials
- 4.22.1.9 Activities under the Contract.

The plan must be compliant the Hazardous Materials Safety and Management Manual, and shall be reviewed at a minimum annually. {CDRL, DID}

#### 4.22.2 Cataloguing, Selection and Procurement of New Hazardous Materials

The Contractor must prepare, implement and administer procedures for the cataloguing of hazardous materials that are approved for use on the NWS. The hazardous materials catalogue must reside in electronic format on the Government provided NWS information management system (IMS), specifically MAXMO, and shall be available to the North Warning System Office (NWSO) Technical Authority (TA).

#### 4.22.3 All hazardous materials shall be catalogued under the following fields, at a minimum:

- 4.22.3.1 Halocarbon for halocarbon equipment containing halocarbons;
- 4.22.3.2 WHMIS for WHMIS regulated materials;
- 4.22.3.3 CEPA for those materials listed in CEPA;
- 4.22.3.4 TDG for materials subject to the TDG regulations.

All hazardous materials shall be catalogued as accountable items in MAXIMO with a unique identifier and shall be tracked until they are issued for use.

The Contractor shall ensure that only those hazardous materials in the hazardous materials catalogue are procured. For instances where a particular hazardous material in the catalogue is no longer available, the Contractor shall give preference to a substitute material that is not subject to control by TDG regulations and/or WHMIS. Where no such non-regulated replacement is not available, the new hazardous material shall be catalogued as per the requirements of this SOW prior to it being procured.

Selection and procurement of hazardous materials on-going. No instance where new hazardous materials were purchased and not added to the Hazardous Materials List. Two reports/year (30 Sep / 30 Mar). Estimated ten HAZMAT procurements, requiring ten updates to List annually. List must be current to within five business days. That is, no later than five days after a new HAZMAT asset is acquired, the List must be updated with its particulars.

#### 4.22.4 Receipting, Identification, Packaging and Storage

The Contractor shall establish, implement and administer procedures for receipting,

identification, packaging and storage of hazardous materials.

Upon receipt, the Contractor shall inspect all hazardous materials to ensure that they are packaged properly and/or that the correct type of container has been used, that the container is in good condition, and that it is properly labelled in accordance with WHMIS, where applicable, before being placed into storage. The Contractor shall ensure that MSDS accompany WHMIS regulated items.

The Contractor shall ensure that hazardous materials are packaged and stored in accordance with the National Fire Code of Canada, CEPA, and the Hazardous Products Act (HPA) and all applicable federal, provincial, and territorial regulations and guidelines.

Receipting, identification, packaging and storage of hazardous materials is on-going.

#### **4.22.5 Hazardous Materials Inventory**

The Contractor shall maintain an inventory of all NWS hazardous materials in MAXIMO through their entire life cycle until disposal. The hazardous materials inventory shall support queries by zone, site, type and quantity/stock.

#### **4.22.6 Transport of Hazardous Materials**

Transport of hazardous materials is on-going. The Contractor shall establish, implement and administer procedures to control and monitor the transport of hazardous materials in accordance with the TDG Act and all applicable federal, provincial and territorial regulations and guidelines. The Contractor shall ensure that all carriers subcontracted by the Contractor for the transportation of hazardous materials have current licenses and permits for this activity. The Contractor shall retain the following shipping documents for the minimum period required by law or as specified in the Contract, whichever period of time is longer:

**4.22.6.1** Those used for TDG by road;

**4.22.6.2** Shipper's Declarations for Dangerous Goods used for TDG by air;

**4.22.6.3** International Maritime Organization Dangerous Goods Declarations used for TDG by sea.

**4.22.6.4** Federal waste manifests used for TDG of hazardous waste;

**4.22.6.5** Certificates of disposal once the hazardous waste has been disposed of.

Contractor must demonstrate that all TDG documentation is retained and the transport of all hazardous materials is compliant with legislation 100% of the time. Not more than one instance of a request for TDG documentation being met later than two business days.

#### **4.22.7 Hazardous Waste Management**

##### **4.22.7.1 Hazardous Waste Management Plan**

The Contract shall prepare, implement and administer an NWS Hazardous Waste Management

Plan. The plan shall document, at a minimum, the Contractor's approach to the following and as further detailed in this section:

- 4.22.7.1.1 Identify the training plan to be followed by the Contractor's staff involved in the management of hazardous materials;
- 4.22.7.1.2 Accepting at contract start the current inventory of hazardous waste;
- 4.22.7.1.3 On site containment and storage of hazardous waste;
- 4.22.7.1.4 Maintaining an NWS hazardous waste inventory;
- 4.22.7.1.5 Transportation and disposal of hazardous waste.

References 4.3.6 and 4.3.7 are provided as a reference document. The plan shall be reviewed at a minimum annually.

#### **4.22.8 Hazardous Waste Containment and Storage**

The Contractor shall prepare, implement and administer procedures for the containment and storage of hazardous waste on NWS sites. The procedures shall cover, at a minimum:

- 4.22.8.1 Initiation and labeling of hazardous waste storage drums including site specific unique reference number and waste identification;
- 4.22.8.2 Internal and external storage;
- 4.22.8.3 Signage identifying type of hazardous waste;
- 4.22.8.4 Segregation of incompatible hazardous waste;
- 4.22.8.5 Periodic inspection/surveillance of hazardous waste storage areas.
- 4.22.8.6 Hazardous waste must be identified as "Not for Local Disposal".

#### **4.22.9 Hazardous Materials Inventory**

The Contractor shall maintain an inventory of all NWS hazardous waste in the Government provided application through their entire life cycle from initiation to disposal. Hazardous waste shall be identified as "Not for Local Disposal". The hazardous materials inventory shall support queries by zone, site, type and quantity, at a minimum.

#### **4.22.10 Transport and Disposal of Hazardous Waste**

The Contractor shall establish, implement and administer procedures to control and monitor the transport and disposal of hazardous waste in accordance with the TDG Act and all applicable federal, provincial and territorial regulations and guidelines. The Contractor shall implement an annual hazardous waste retrograde program for all NWS sites to ensure hazardous waste does not accumulate. Should the annual retrograde not occur for a given NWS sites, the hazardous waste shall not be left at a beach location over the winter. The Contractor shall ensure that all carriers and disposal facilities subcontracted by the Contractor for the transportation and disposal of hazardous waste have current licenses and permits for this activity. The Contractor shall retain the following documents for the minimum period required by law or as specified in the Contract, whichever period of time is longer:

- 4.22.10.1** Those used for TDG by road;
- 4.22.10.2** Shipper's Declarations for Dangerous Goods used for TDG by air;
- 4.22.10.3** International Maritime Organization Dangerous Goods Declarations used for TDG by sea;
- 4.22.10.4** Federal waste manifests used for TDG of hazardous waste;
- 4.22.10.5** Certificates of disposal once the hazardous waste has been disposed of.

Transport and disposal of hazardous waste is performed annually. No HAZMAT left at a beach location over the winter. No HAZMAT on site longer than two shipping seasons. Contractor must demonstrate that the transport and disposal of hazardous waste is compliant with legislation 100% of the time. Contractor must upload all DOS to Program SharePoint within two business days. The Contractor must provide documentation within two business days upon request to Government or Government-sponsored agencies conducting inspections and audits. Estimated 15 Certificates annually. Estimated 100 documents annually. One annual HAZMAT retrograde program of an estimated 130 tones.

### **4.23 Compliance with NWB Licenses**

The Contractor shall comply with the requirements for waste management detailed in the NWB water license for CAM-MAIN (LSS-C), Cambridge Bay, CAM-3, Shepherd Bay, FOX-MAIN (LSS-F), Hall Beach, FOX-3, Dewar Lakes, DYE-MAIN, Cape Dyer and BAF-3, Brevoort Island.

### **4.24 Non-Hazardous Waste Management**

**4.24.1** The Contractor shall prepare, implement and administer a non-hazardous waste management plan which shall include the following at a minimum:

- 4.24.1.1** Prohibited activities for the disposal of non-hazardous waste;
- 4.24.1.2** Compliance with Nunavut Water Board (NWB) licenses;
- 4.24.1.3** Domestic waste management;
- 4.24.1.4** Site general non-hazardous waste management;
- 4.24.1.5** Non-hazardous waste retrograde

The plan shall be in a format proposed by the Contractor and accepted by the NWSO TA.

**4.24.2** Prohibited Activities for the Disposal of Non-Hazardous Waste

Non-hazardous waste shall be retrograded from NWS sites as detailed in this SOW. The Contractor is prohibited the land filling of any waste. On-site burning may be possible in some zones with the proper licence.

**4.24.3** Domestic Waste Management

The Contractor shall manage NWS site domestic waste to ensure the health and safety of personnel is preserved, to ensure domestic waste does not accumulate on site and that it is stored in such a manner as to not attract wildlife. The Contractor shall not burn or landfill domestic waste. Sites BAF-3, Brevoort Island, Nunavut, LAB-2, Saglek, Labrador and LAB-6, Cartwright, Labrador each has an incinerator. The Contractor may incinerate domestic waste at these sites provided the incinerator is in good working order. All other domestic waste shall be removed from site for disposal. The Contractor shall be responsible for establishing agreements, contracts and/or permits for the disposal of domestic waste.

#### **4.24.4 All Site Historical General Non-Hazardous Waste Retrograde**

The Contractor shall implement a program of LRR site historical general non-hazardous waste retrograde. This retrograde shall not include waste generated by the Contractor during implementation of this SOW. All such waste shall be dealt with as specified elsewhere in this SOW. All historical non-hazardous waste, regardless of origin, shall be retrograded, including but not limited to:

**4.24.4.1** Unorganized historical non-hazardous waste e.g. any non-hazardous waste located outside of buildings in an unsecured/uncontrolled manner, or non-hazardous waste located inside cold soaked buildings;

**4.24.4.2** Organized historical non-hazardous waste e.g. any non-hazardous waste organized on a pallet line or in a warehouse;

**4.24.5** The Contractor shall be responsible for all requirements to complete the retrograde, including but not limited to:

**4.24.5.1** Surveying and assessing the non-hazardous waste;

**4.24.5.2** Sorting and segregating non-hazardous waste;

**4.24.5.3** Securing shipping containers;

**4.24.5.4** Preparing non-hazardous waste for transport;

**4.24.5.5** Securing shipping and disposal services for the non-hazardous waste, including securing any licenses or permits required for the work.

### **4.25 Emergency Rations**

The contractor must maintain emergency rations for NWS long range radar (LRR) sites BAR-2, PIN-MAIN, CAM-3, Fox-3, DYE-MAIN, BAF-3, LAB-2 and LAB-6 (8 sites total) and each short range radar (SRR) site (36 total). The Contract shall ensure emergency rations for 8 persons, three meals per day for 14 days.

Total of 336 rations per site, total of 44 sites. No instance of emergency rations not being available on each site. Not more than two site annually with expired rations.

### **4.26 Contractor Use of DND Equipment and Publications**

Written consent must be provided by DND for contractor use of DND publications, tools, test-equipment or jigs and fixtures for commercial work.

Refer to Chapter 10.0 of A-LM-184-001/JS-001 for more information.

#### **4.27 USAF Log**

#### **4.28 Training**

ITAR / Controlled Goods Training - all contractor staff involved in shipping of NWS materiel to have ITAR / Controlled Goods training.

Personnel shall complete USAF Base-Level Supply Customer Training if required. Reference AFI 23-101 Chap 4 para 4.3.2; Chap 5 para 5.3.7.3; 5.4.2.7

**4.28.1** Block I (General Supply Indoctrination),

**4.28.2** Block II (Repair Cycle training)

**4.28.3** Block III (Equipment Management training.)

Personnel shall meet the requisite requirements as defined by Trusted Associate Sponsorship System (TASS) for access to USAF computer systems. The contractor will coordinate with the NWSO TA for TASS in a timely manner to ensure no delays/work stoppages occur that limits the contractor's ability to access ILS-S.

United States Air Force Supply System Operating Instructions (SSOI) means operating instructions which detail procedures to operate the USAF Integrated Logistics System-Supply (ILS-S) in order to track USAF-owned assets (GFA).

United States Federal Logistics Catalogue (FED LOG) means the US logistics information system that allows retrieval of information from the Federal Logistics Information System (FLIS).

United States Government Furnished Assets (GFA) means assets supplied by the United States Air Force (USAF) that pertain to radars, radomes, and G/A/G radios, and their integral components as specified in USAF technical orders, including test equipment, for use by the Contractor in providing the Work.

#### **4.29 USAF NWSO Detachment**

The USAF Detachment oversees the execution of US contracts providing material and services to the Contractor, specifically bulk fuel and airlift transport.

#### **4.30 USAF Technical Authorities**

Hill Air Force Base provides the technical authorities for life cycle management of the AN/FPS-117 and AN/FPS-124 radars. Depot level (third-line) maintenance, including software support, is provided through the USAF for AN/FPS-117 radar and G/A/G radios. The USAF provides depot

level repair of AN/FPS-117 radar and G/A/G radios through a designated Air Logistics Center (ALC). Third line maintenance support for AN/FPS-117 parts resides In the USAF Logistics System.

As part of implementation of a Transition Out Plan (TOP) executed to close out the current contract, a full physical inventory of all USAF assets will be conducted at all NWS locations

### **4.31 Requirements**

Maintain inventory control of Government Furnished Equipment (GFE) and Government Supplied Materiel (GSM) through standardized and documented procedures for the following activities:

- 4.31.1** Cataloguing and establishing stock levels;
- 4.31.2** Requisitioning and procurement processing;
- 4.31.3** Receipts and issues; repair/Beyond Economical Repair (BER) and disposal transactions;
- 4.31.4** Processing stock checks and inventory adjustments; and identification and reporting of lost and/or damaged equipment and materiel. Maintain forecasting of GFE/GSM spares requirements;
- 4.31.5** Track repairs; standardized warehousing/stock locations;
- 4.31.6** Accurate cataloguing; up-to-date inventory balances and authorized sparing levels; redistribution of GFE/GSM spares/parts; and
- 4.31.7** Requisition follow-ups. Maintain proper packaging for USAF. Assets will be stored and shipped in the original reusable containers received from the USAF/DoD sources of supply. Primary Reference AFI- 24-203, Chapter 9.

The Contractor shall keep track of all GFE/GSM, whether it is in use, in stock, in transit, in repair, in quarantine, etc. As a fundamental policy, all supply transactions and movement of materiel must be traceable from start to end. Therefore, all transactions concerning the movement of materiel or the transfer of responsibility for items of materiel must be supported by appropriate computer transactions. The Contractor shall be able to query the Inventory Management System (IMS) and produce any reports (NSN/PN, Sites/Location, Usage (dormant stock), Critical Items, etc.) upon request.

NWS installed equipment and systems are provided with a suite of spares and are to be supported to the Line Replaceable Unit (LRU) level at the LSSs and the LRRs, and at the Shop Replaceable Unit (SRU) level at the applicable repair depot(s). This sparing concept ensures that the sites have sufficient spares to effect repair of the equipment and maintain the operational availability requirements specified in this SOW.

NWS materiel provided by the US DoD is supported logistically by the United States Air Force (USAF) Integrated Logistics System-Supply (ILS-S) AFI 23-101 is the principal authority for managing USAF materiel. Additionally, all applicable USAF regulations supporting the proper

administration and control of USAF assets must be followed. Operational Instructions are permitted to assist with supporting daily operations; however, the overarching and final authority for procedural matters is AFI 23-101.

All assets that were originally sourced or procured with US funds, but not through the ILS-S, require management control with applicable USAF directives. Assets procured from commercial sources (i.e. Form 9 and Government Purchase Cards (GPC)) will be reviewed by the USAF Accountable Officer semi-annually to determine candidates for addition to the Organization Visibility List/ILS-S management.

The Contractor shall ensure that no USAF parts are consumed without funds being available in the ILS-S. When appropriate the USAF Accountable Officer may require pre-approval for Issue request.

#### **4.32 Maintain USAF SSOI for the NWS**

Contractor will be provided the USAF SSOI on contract effective date and will be responsible to maintain with updates and revisions. Report updates to USAF SSOI are to be reviewed submitted to the NWSO by June 1 and accepted by the Crown.

#### **4.33 Train Supply Specialist for USAF Supply System Operations**

Three Contractor personnel at the beginning of the contract, as well as all replacement hires (if required). Supply Specialist for USAF Supply System operations will be required to attend a USAF supply course to learn basic system transaction requirements. Depending on availability, training may be provided on Contractor's site. Any government-initiated supply system changes will require additional training at USAF expense. Any Contractor-initiated personnel changes will require additional training at Contractor's expense. Contractor to demonstrate that all personnel accessing the USAF supply system have the required training.

#### **4.34 USAF Stocktaking Requirements and Inventory Adjustments**

The Contractor will ensure a physical inventory of all USAF assets maintained in ILS-S is conducted at least annually. This inventory also requires the Contractor to update or aid USAF personnel in updating ILS-S database records to reflect the Date-Of-Last-Inventory (DOLI). USAF assets maintained on the Organizational Visibility List (OVL) will be inventoried semi-annually. Report of Surveys will be conducted IAW established procedures for inventory losses meeting the reporting threshold. The Contractor will provide a formal letter to the USAF Accountable Officer, reflecting the results of all inventories. The Contractor will ensure an itemized report/listing of each asset inventoried is attached and clearly reflects the transactions processed for each asset.

Where variances are identified, recommend inventory adjustments for all USAF-owned equipment and spares. Provide initial report of all inventory variance within 24 hours of discovery to the USAF Accountable Officer. All adjustments or corrections to accountable records must be accomplished within 30 days following initial comparison of the count to the

record balance. Ensure USAF Accountable Officer approval prior to processing inventory adjustment.

#### **4.35 Perform Inventory Control Of USAF GFE Through USAF ILS-S.**

Maintain separate inventory control of USAF-owned assets, to include entering data transactions in the USAF ILS-S for all materiel processing (including project materiel), e.g., requisitions, issues, receipts, turn-ins, repairs, shipments, disposals, cataloguing and inventory adjustments. This requires monitoring system-generated reports on document transactions, repair cycles, stock number user directory, funding/expenditures, equipment and supply point listings, transaction status and history and MICAP status. Maintain the Inventory Balance Table, and submit reports. Provide a certification statement on current supply management listings, (i.e. Q13, R14, R12) that all assets are physically accounted for, report any variance to the authorized inventory balance to the NWSO Technical Authority/Accountable Officer for ILS-S within 24 hours of discovery or first business day after discovery. Provide initial Inquiry results due to shortage or excess inventory within five business days. Ensure records are updated annually to reflect physical inventory balances, and no DOLI records exceed 365 days from date of last inventory. Identify and report all USAF assets to the USAF Accountable Officer. USAF assets to be identified and reported on include those that are physically in possession, but not reflected on any accountability records.

#### **4.36 Provide Inventory Balance Table for All Controlled Goods and USAF GFE**

Provide the updated Inventory Balance Table to NWSO in electronic format monthly and on CD semi-annually. To include the following data elements for each inventory item, but not limited to:

- 4.36.1** Catalogue Identification Number;
- 4.36.2** NSN and US catalogued part number or Canadian catalogued part number;
- 4.36.3** Description;
- 4.36.4** Quantity;
- 4.36.5** Adjusted quantity (BER, disposals, losses, etc.);
- 4.36.6** Unit Value;
- 4.36.7** Line Item Total Value;
- 4.36.8** Grand Total Dollar Value;
- 4.36.9** ERRC Code (USAF)/Stock Type (DND);
- 4.36.10** Status (i.e. serviceable, repairable and quarantine);
- 4.36.11** Location (i.e. Site, Building, Shelf – where applicable);
- 4.36.12** DMIL/ITAR code (in accordance with CFSM Volume II Chapter titled "Controlled Goods").

Report is to be in a format proposed by the Contractor, and accepted by the NWSO. Acceptance or comments will be provided to the Contractor from the NWSO 30 days after receipt of Inventory Balance Table report. Inventory Balance Tables are to be delivered 31 Mar and 30 Sept.

## **4.37 Cataloguing**

Maintain an electronic NWS Catalogue of equipment, materiel and spares/parts. Accurately catalogue equipment, materiel and spares/parts used in support of the North Warning System. Ensure that the NWS catalogue contains the standard parameters used to research US materiel and contains at a minimum the following mandatory data fields:

- 4.37.1** Unique Identification Number;
- 4.37.2** ATO Stock Number;
- 4.37.3** Standardized description/characteristics of the item;
- 4.37.4** Unit of Issue;
- 4.37.5** Unit Cost;
- 4.37.6** Expendability, Recoverability, Reparability Category (ERRC) Code (USAF)/Stock Type (DND);
- 4.37.7** End Application Code;
- 4.37.8** Manufacturer;
- 4.37.9** Part Number;
- 4.37.10** Ownership (US or CDN or CFE);
- 4.37.11** UN and HAZMAT Class, including disposal method;
  
- 4.37.12** CAGE Code;
- 4.37.13** Configuration Item;
- 4.37.14** Buyer name (or ILS-S);
- 4.37.15** Calibration frequency;
- 4.37.16** Reparability;
- 4.37.17** Source of repair; and
- 4.37.18** DMIL/ITAR code

Ensure the NWS catalogue identifies item accountability through the use of ERRC codes/Stock Type. For USAF GFE, ERRC codes N, P, T, S and U will be as assigned in the Federal Logistics Data (FEDLOG) and shall be applied as follows:

- 4.37.19** N - US Consumable item: is consumed in use or loses its identity by incorporation or attachment to another assembly. Consumable items are issued to a work order or bill of materiel and do not have repair capability, as detailed in the USAF SSOI;
- 4.37.20** P - US field-level repair item has been determined to cost more than 75% of the acquisition cost to depot-repair, so is either locally repaired or disposed of; ERRC codes/Stock Types are only to be changed with the approval of the NWSO TA. Prepare NWS Catalogue as per 8.F.10.

For USAF items, use FEDLOG or a US source. Update the NWS catalogue to accurately reflect these sources for equipment, materiel and spares/parts used in support of the NWS. Maintain the NWS catalogue; ensure standard parameters used to research US materiel.

### **4.38 Repair USAF Equipment**

Repairable items shall be identified by the Contractor in the NWS Catalogue and in the ILS-S Stock Number User Directory (SNUD) through the use of ERRC Codes as specified in CATALOGING SECTION. Maintain an electronic work management system in accordance to track and record materiel and labour data for repairs. Process repair documentation in the ILS-S as appropriate for items that follow the USAF repair process. For AN/FPS-117 radar and G/A/G radio unserviceable items, consolidate, package and document for return to the USAF. Ship these unserviceable items to a designated USAF repair facility with ILS-S generated shipping documentation based on shipping exception codes. These items are exchanged on a one-for-one basis from the USAF.

Coordinate the repair of items designated as repairable in the designated USAF ALC. Items designated as repairable will include, but not be limited to, AN/FPS-117 Radar, AN/FPS-124 Radar and G/A/G Radio LRUs/SRUs including test equipment calibration and repairs. Consolidate AN/FPS-117 Radar and G/A/G Radio repairable items to be forwarded to a designated USAF repair facility. Report through the ILS-S repair status for AN/FPS-124 radar items.

### **4.39 Test Equipment Repair and Calibration.**

Electronically manage and control test equipment and track calibration frequency, last calibration date and calibration due date for each test equipment item. Schedule test equipment for calibration and coordinate the repair of unserviceable test equipment in accordance with USAF contract. Submit Test Equipment Repair and Calibration Report annually

### **4.40 Produce And Maintain Test Equipment Reports.**

The Test Equipment Maintenance Report shall be prepared and available on-line in Contractor format. The following four (4) Test Equipment Maintenance Reports shall be included as part of the Test Equipment report:

- 4.40.1** USAF Test Equipment Master List;
- 4.40.2** USAF Test Equipment Calibration Report;
- 4.40.3** USAF Test Equipment Calibration Non-Compliance Report;
- 4.40.4** USAF Test Equipment Repair Report.

### **4.41 USAF Test Equipment Master List;**

The List shall be prepared and made available on-line quarterly in Contractor format. The Contractor shall provide a Master List of all Test Equipment for which the Contractor is responsible. The List shall include the following:

- 4.41.1 Site;
- 4.41.2 NSN;
- 4.41.3 Nomenclature;
- 4.41.4 Serial number;
- 4.41.5 Calibration interval;
  
- 4.41.6 Date of last calibration; and
- 4.41.7 Date next calibration due.

**4.42 Test Equipment Master List shall be organized by NSN and by Site/Location.**

**4.43 Test Equipment Calibration Report**

The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall document calibration of test equipment for which the Contractor is responsible. The Report shall include the following:

- 4.43.1 Equipment nomenclature;
- 4.43.2 Equipment model;
- 4.43.3 Equipment serial number;
  
- 4.43.4 Date of calibration;
- 4.43.5 Calibration facility;
- 4.43.6 Date next calibration due; and
- 4.43.7 Location (after calibration).

**4.44 Test Equipment Calibration Non-Compliance Report**

The Report shall be prepared and made available on-line quarterly in Contractor format. The Report shall provide a summary of test equipment items not calibrated in accordance with the schedule of requirements. The Report shall include:

- 4.44.1 Equipment nomenclature;
- 4.44.2 Equipment model;
- 4.44.3 Equipment serial number;
- 4.44.4 Date calibration due;
- 4.44.5 Calibration facility;
- 4.44.6 Date calibration rescheduled; and
- 4.44.7 Reason for non-compliance.

**4.45 Test Equipment Repair Report.**

The Report shall be prepared and made available on-line quarterly in Contractor format. The Report is a summary of repairs to NWS test equipment. The Report shall include:

- 4.45.1 Equipment nomenclature;
- 4.45.2 Equipment model;
- 4.45.3 Equipment serial number;
- 4.45.4 Date sent for repair;
  
- 4.45.5 Repair facility; and
- 4.45.6 Date received from repair facility.

#### **4.46 Implement USAF GFE Warehousing**

Implement warehousing, using AFI 23-101 and AFMAN 23-122 as reference, to include issues/redistribution of materiel, shelf life program, USAF ownership and ERRC codes, critical items and stock levels for operational requirements, receipts, bin labelling, cataloguing data, electrostatic discharge (ESD) asset management, stocktaking, and data entry. Provide customs broker to process customs documentation.

#### **4.47 Issue and Redistribute Within Theatre Stock General Requirements**

Issue and redistribute materiel from within theatre stock in the most efficient and cost-effective manner. Evaluate the cost-effectiveness of redistribution within the NWS versus the cost of procuring an item through commercial sources or requisitioning through the ILS-S. Consider factors including transportation costs and methods, source availability and priority of the requirement. Review authorized stock levels and determine optimal positioning of spares based on failure rates, number of spares and transportation limitations. Where operationally and economically feasible, redistribute assets for use at other locations within the NWS. Respond to Redistribution Orders (RDOs) from the ILS-S when spares are available and exceed authorized levels to meet the operational requirements of other USAF locations. Reverse Post of RDOs require pre-approval from the NWSO TA for ILS-S/USAF Accountable Officer. Provide RDO shipping, including preparation of shipping and customs documentation. In Robbing is the act of removing parts or components from serviceable equipment not in-use, then installing it on similar non-serviceable equipment, in order to bring that in-use equipment to an operational state. Robbing includes the principle that action be taken immediately to obtain replacement, by normal means, for those parts removed from the robbed equipment. Robbing shall be rigidly controlled, kept to an absolute minimum and must be properly recorded and approved by the TA.

#### **4.48 Requisitioning General Requirements.**

Requisitions shall be raised using ILS-S, or commercial procurement. Implement and maintain follow-up procedures for tracking and hastening requisitions (i.e. ILS-S, or commercial procurement). Ensure that these procedures include codes indicating the status of each requisition, including at a minimum:

- 4.48.1 New requirements,
- 4.48.2 In procurement,
- 4.48.3 In transit,
- 4.48.4 Back-ordered,
- 4.48.5 Inspection and testing, and
- 4.48.6 Receiving to monitor each requisition as it moves through the process.

#### **4.49 Requirement for GFE and/or AN/FPS-124 Radar Spares**

Prepare requisitions for procurement AN/FPS-124 Radar Spares (proposal or DND 2227 form) and submit to the NWSO for approval and procurement. Requirements will be evaluated on a case by case basis and may be procured by the Government or the Contractor. In the case of a contractor procurement, the contractor shall track shipment information including:

- 4.49.1 Destination;
- 4.49.2 Requisition number;
- 4.49.3 Estimated delivery date; and
- 4.49.4 Notify LSSs of incoming shipments.

Maintain and update Outstanding Requisitions List AN/FPS-124 SRR Spares and submit list to NWSO on a monthly basis, Outstanding Requisitions List for AN/FPS-124 SRR Spares. Report is to be in a format proposed by the Contractor and submitted to the NWSO on a monthly basis, 5 calendar days after the end of the reporting period.

Requisitions for AN/FPS 117 and G/A/G radio equipment.

AN/FPS 117 and G/A/G radio equipment, spares and piece parts supplied by the US DoD ILS-S.

#### **4.50 Mission Capable (MICAP) and High Priority Requirements (HPR) Situations**

Mission Capable (MICAP) and High Priority Requirements (HPR) situations: Obtain spares/parts to satisfy the requirement, while ensuring minimal interruption of the NWS mission. Process MICAPs and HPRs as the highest priority. Satisfy MICAP and HPR requirements through redistribution of available theatre spares/parts, procurement through NWSO, robbing, or demands on the ILS-S. Establish MICAPs for USAF assets through the ILS-S when there are no available spares/parts in stock. Report MICAP status changes to NWSO until the requisition has been satisfied.

#### **4.51 Coordinate The Procurement Of USAF Equipment/Materiel.**

Coordinate the procurement of USAF equipment/materiel via Form 9 and Government Purchase Cards through the Accountable Officer. Submit monthly procurement report. Provide monthly Procurement Report AN/FPS-124 SRR Spares must also be reported on this report. Report to contain, at a minimum:

- 4.51.1 Description;
- 4.51.2 Quantity;
- 4.51.3 Unit Value;
- 4.51.4 Grand Total Dollar Value;
- 4.51.5 ERRC code (USAF)/Stock Type (DND);
- 4.51.6 NSN, US catalogued part number, or Canadian catalogued part number; and
- 4.51.7 Location.
- 4.51.8 PO number
- 4.51.9 Date procured
  
- 4.51.10 EDD
- 4.51.11 Transportation cost;
- 4.51.12 Receipt date (added to inventory); and
- 4.51.13 Catalogue identification number.

Report to be in contractor format accepted by Canada. First Report Due 7 months and 5 calendar days after contract start date and 5 calendar days after the end of each reporting period.

#### **4.52 Packaging.**

All shipping and storage containers provided by USAF to be managed in accordance with AFI 24-203.

#### **4.53 Labelling.**

Label shipments based on content, destination and transportation mode. Ensure that special labelling for urgent shipments such as MICAP, and HPR is displayed prominently for ease of identification.

#### **4.54 Shipping and Receipting**

Group and consolidate items for shipping by destination to meet priority requirements and required delivery dates including shipment of USAF-owned items to US destinations. Provide Customs Broker and process documents required to support the shipping function including manifests, Shipper's Declarations (HAZMAT), and customs documents for items being shipped to and from the US. Ensure that USAF owned materiel is properly manifested and marked as US Government property and identified as duty-free. All staff involved in shipping shall be ITAR trained.

Inspect and receipt incoming materiel, equipment, and services against specifications. The Contractor must provide confirmation to the NWSO, that procured GFE/Radar 124 Spares have been received. Identify and track receipts through a status code system, including partial shipments and discrepancies including overages, and lost or damaged items. Report any

discrepancies in shipments to the vendor/shipper to ensure that corrective action including replacement or credit is provided by the vendor/shipper.

All discrepancies in receipts shall be documented and reported to the USAF Accountable Officer or the NWSO, as appropriate, within two business days. No instance annually of a shipment to/from the US delayed in customs due to improper documentation.

#### **4.55 Disposal of USAF Owned Equipment and Materiel.**

No disposal proceeding without USAF approval, dispose of USAF equipment and materiel. Ensure that if instructions from the USAF ALC Item Manager authorize disposal through CADC, the disposition letter (USAF) accompanies the ROS submitted to the Crown for approval. Mandatory coordination with the NWS TA for ILS-S is required prior to disposal of USAF assets. The Contractor to ensure that the USAF Supply System is updated to report shipment to DLA disposition services. Exclusion: CTAT, ITAR/HAZMAT items, which have regulated guidelines for disposal. Submit Disposal Report for USAF GFE 100% of items authorized for disposal to have an approved audit trail to disposal location. Prepare a Report of Surplus (NWSO Disposal Form (or equivalent, as provided by NWSO), containing the following information:

- 4.55.1** BER;
- 4.55.2** Obsolescence;
- 4.55.3** Beyond Shelf Life;
- 4.55.4** NSN/Part #;
- 4.55.5** Description;
- 4.55.6** Location of the materiel;
- 4.55.7** Quantity; and
- 4.55.8** Reason for disposal.

#### **4.56 Schedule And Attend Supply Management Meetings.**

Semi-annually (Spring/Fall). One Supply Working Group meeting - forum to discuss USAF/DoD Supplier performance in supporting NWSO - conducted at Hill AFB, Utah. Schedule and attend the following USAF Supply Management Meetings: two two-day forums for Contractor Logistics Reviews - forum to discuss:

- 4.56.1** ILS-S processes;
- 4.56.2** Compliance; and
- 4.56.3** Accountability procedural changes impacting NWSO operations.

**4.57** Contractor to Prepare agendas 2 week prior and producing signed minutes submitted no later than five business following the meeting

## **4.58 BULK FUEL**

### **4.59 Introduction**

**4.59.1** The Government shall supply NWS bulk fuel to meet NWS mission requirements. A 36 month supply of fuel is normally provided for each LRR site, and a 24 month supply for each SRR site. The exceptions are CAM-MAIN and FOX-MAIN, both of which serve as staging sites for fuel to be forwarded to adjacent sites, and therefore receive additional stores of fuel. Fuel is transferred on site by pipeline, fuel truck or by helicopter.

**4.59.2** Fuel type is aviation turbine fuel, kerosene type Jet A-1, in accordance with the latest edition of CAN/CGSB.3.23 with FSII, and conductivity additive. Fuel is delivered with a minimum Cetane number of 40.0, a freeze point of minus 52 degrees Celsius or lower, and with Sulphur Content of 15mg/kg maximum when tested to either ASTM D2622, D5453 or D7039. As per Diesel Fuel Regulations (SOR/DORS/2002-254) is stored and dispensed from storage tanks certified for PGS and aviation use.

**4.59.3** The Contractor shall be responsible for the complete management of the NWS bulk fuel inventory as detailed in this Section.

### **4.60 Definitions**

### **4.61 References**

**4.61.1** The notations against the references have the following meanings: M - Adherence to the policies, procedures, act, orders and regulations contained therein is mandatory. G - The policies and procedures contained therein are not mandatory, but proposals for alternatives must be submitted in full detail to, and be accepted by the Project Authority. Furthermore, alternatives must fully interface with procedures in use globally.

**4.61.1.1** NWS Bulk Fuel Management Plan (G);

**4.61.1.2** CAN/CGSB.3.23: Aviation Turbine Fuel, most recent edition (M);

**4.61.1.3** C-82-010-007/TP-000: Procedures and Responsibilities for Aviation Fluids Handling (M);

**4.61.1.4** DQAO 2-42/DNWSO 4-2 form (NWS Policy 104, Nov 93) (M);

**4.61.1.5** NWS Bulk Fuel Inventory (M);

**4.61.1.6** Current bulk fuel forecast.

### **4.62 Personnel Qualifications, Experience and Training**

**4.62.1** Personnel involved in the receipt, transfer and on-site management of NWS bulk fuel shall have completed a fuel handling courses or worked within the petroleum industry for a minimum of 5 years and shall have fall arrest, hazardous material training, confined space training and spill response training.

#### **4.63 Bulk Fuel Management Plan**

**4.63.1** The Contractor shall prepare, implement and administer a North Warning System (NWS) Bulk Fuel Management Plan describing the Contractor's approach to meeting the following requirements as further detailed in this Section:

- 4.63.1.1** The preparation of a bulk fuel forecast for the upcoming three contract years;
- 4.63.1.2** The preparation of an annual bulk fuel transfer plan for the upcoming contract year;
- 4.63.1.3** Liaising with government bulk fuel contractors for the preparation of the annual transfer program, and on-going during the transfer season;
- 4.63.1.4** The provision of wildlife monitors during fuel receipt and transfer operations;
- 4.63.1.5** The inspection and repair of bulk fuel equipment and infrastructure prior to transferring fuel;
- 4.63.1.6** Receiving bulk fuel from government suppliers;
- 4.63.1.7** Performing on-site fuel transfers to meet NWS mission requirements;
- 4.63.1.8** The marking of aviation fuel tanks;
- 4.63.1.9** Fuel testing;
- 4.63.1.10** Quarantining fuel which is out of specification;
- 4.63.1.11** Reconstitution of quarantined fuel;
- 4.63.1.12** Maintaining a bulk fuel inventory;
- 4.63.1.13** Dipping fuel tanks;
- 4.63.1.14** Reconciliation of fuel tank dips;
- 4.63.1.15** Attending semi-annual airlift/sealift conferences.

**4.63.2** The plan is to be in a format proposed by the Contractor and accepted by the NWSO TA. Reference X is provided as a guidance document. The plan shall be reviewed and updated at a minimum annually no later than 31 March.

#### **4.64 Fuel Forecast**

**4.64.1** The Contractor shall prepare a bulk fuel forecast for delivery during CY+1, CY+2 and CY+3. The forecast shall include the requirements for each site forecasted in liters for aviation, MSE and PGS usage and shall ensure a 36 month capacity for LRR sites and 24 month capacity for SRR sites.

**4.64.2** The forecast shall be in a format proposed by the Contractor and accepted by the NWSO TA. The forecast shall be submitted to NWSO TA by 01 February each year.

#### **4.65 Annual Bulk Fuel Transfer Program**

**4.65.1** The Contractor shall establish and manage an annual bulk fuel transfer program to ensure that all required transfers occur. The annual program is to include, at a minimum:

**4.65.1.1** Sites where transfers are to take place, and how each transfer is to happen e.g. pipeline, tanker truck or helicopter;

**4.65.1.2** Number of crews, crew size and training requirements;

**4.65.1.3** A schedule on which the transfers are to occur;

**4.65.1.4** A risk assessment for the annual program identifying threats to completing the transfers, and providing contingencies/mitigating strategies to eliminate or mitigate these risks.

**4.65.2** The annual bulk fuel transfer program shall be in a format proposed by the Contractor and accepted by the NWSO TA and submitted no later than 31 March.

#### **4.66 Government Bulk Fuel Suppliers**

**4.66.1** The Contractor shall liaise directly with Government bulk fuel suppliers for the following:

**4.66.1.1** During preparation of the annual bulk fuel transfer program, specifically for scheduling site delivery dates;

**4.66.1.2** Continually during the transfer season arrange to ensure the delivery schedules are met and/or to establish corrective action where schedule slippage occurs.

#### **4.67 Wildlife Protection**

**4.67.1** The Contractor shall provide wildlife monitors to protect fuel transfer crews during the performance of their duties.

#### **4.68 Integrity of Bulk Fuel Infrastructure and Transfer Equipment**

**4.68.1** Prior to receiving bulk fuel or transferring fuel on site, the Contractor shall inspect and repair the bulk fuel infrastructure and transfer equipment to prevent spills from occurring and to eliminate delays in performing these receipts and transfers. All corrective maintenance identified and implemented shall be tracked in the Government provided MAXIMO application as further detailed in this SOW.

## **4.69 Receive Bulk Fuel**

**4.69.1** The Contractor shall receive bulk fuel deliveries from Government suppliers via ship, barge or from community sources. The Contractor shall have staff accompany the Government suppliers for the entire duration of the transfer operations.

**4.69.2** The Contractor shall conduct any required on-site fuel transfers prior to fuel delivery to ensure sufficient tank capacity is available to receive the fuel.

**4.69.3** The estimated average volume of transfers in litres are as follows:

**4.69.3.1** Community Supplied:

4.69.3.1.1 CAM-CB: 82,000;

4.69.3.1.2 CAM-4: 115,000;

4.69.3.1.3 FOX-5: 104,000;

**4.69.3.2** Average SRR Site Sealift Delivery: 67,000;

**4.69.3.3** Average Sealift Delivery to LRR sites:

4.69.3.3.1 BAR-2: 635,000;

4.69.3.3.2 PIN-MAIN: 540,000;

4.69.3.3.3 CAM-MAIN: 1,100,000;

4.69.3.3.4 CAM-3: 406,000;

4.69.3.3.5 FOX-MAIN: 1,900,000;

4.69.3.3.6 FOX-3 (transferred from FOX-MAIN via C-130 airlift): 385,000;

4.69.3.3.7 DYE-MAIN: 708,000;

4.69.3.3.8 BAF-3: 300,000;

4.69.3.3.9 LAB-2: 605,000;

4.69.3.3.10 LAB-6: 640,000.

**4.69.4** Upon completion of the bulk fuel delivery at each site, the Contractor shall record the quantity of fuel delivered at each site using form DQAO 2-42/DNWSO 4-2 (NWS Policy 104, Nov 93). The Contractor shall sign fuel delivery receipts for the Government supplier and shall ensure that signed copies are provided in the Bulk Fuel Delivery Report detailed below.

**4.69.5** The Contractor shall prepare and submit a separate Bulk Fuel Delivery Report for the east and for the west. The reports shall document the quantity of fuel delivered to each site and shall include the signed fuel delivery receipts. The reports shall be in a format proposed by the Contractor and accepted by the NWSO TA. Each report shall be submitted within 15 days of the last fuel delivery date for the east and west.

## **4.70 Site Bulk Fuel Transfer Operations**

**4.70.1** The Contractor shall have complete responsibility for the on-site transfer of fuel to meet NWS mission requirements, including those transfers required prior to receipt of bulk fuel transfers from Government suppliers and to meet the needs for PGS, aviation, MSE and fuel fired heating equipment and/or systems.

**4.70.2** The Contractor shall be responsible for transferring fuel via:

**4.70.2.1** Pipeline fuel transfer;

**4.70.2.2** Rotary wing aircraft;

**4.70.2.3** Fixed wing aircraft;

**4.70.2.4** Tanker truck; or

**4.70.2.5** Any combination of the above.

**4.70.3** The Contractor shall prepare and submit a separate Rotary Wing Fuel Transfer report for the east and west. The reports shall document the quantity of fuel transferred by rotary wing aircraft on each site. The reports shall be in a format proposed by the Contractor and accepted by the NWSO TA. Each report shall be submitted within 15 days of the last fuel delivery date for the east and west.

#### **4.71 Mark Aviation Tanks**

**4.71.1** The Contractor shall be responsible for the marking of aviation fuel tanks in accordance with C-82-010-007/TP-000. Tanks shall be marked as “Certified” for those which have fuel tested to aviation standard as further detailed in this section, or “Not Certified” for those tanks which have fuel testing pending or have a failed fuel test.

#### **4.72 Fuel Testing**

**4.72.1** The Contractor shall take fuel samples and perform Schedule A, Schedule B, Schedule C and particulate testing of bulk fuel as follows:

**4.72.1.1** Upon fuel delivery prior to discharge from the vessel;

**4.72.1.2** Post-discharge, when receiving bulk fuel delivery;

**4.72.1.3** Periodic testing of inventory;

**4.72.1.4** Pre-shipment for bulk fuel transfer via aircraft from site to site;

**4.72.1.5** Decanting such as tank cleaning;

**4.72.1.6** For a crashed aircraft;

**4.72.1.7** Any other requirement to guarantee the quality of the fuel.

**4.72.2** Test samples shall be submitted to a fuel testing laboratory that is accredited by the Standards Council of Canada. Fuel test results shall include at a minimum:

**4.72.2.1** Fuel quality;

- 4.72.2.2 Date testing was conducted;
- 4.72.2.3 Method of testing;
- 4.72.2.4 Results of test.

4.72.3 The Contractor shall retain a hard copy of all fuel test results. All fuel test results shall be available to the NWSO TA on-line within 10 business days of receipt.

### **4.73 Quarantine Fuel**

4.73.1 The Contractor shall quarantine fuel with a failed fuel test as or is suspected as being contaminated. Any tank with quarantined fuel shall be locked or otherwise removed from service and physically tagged as being quarantined.

4.73.2 The Contractor shall issue notification of the quarantine to the affected site, its LSS and to Government airlift carriers.

4.73.3 The Contractor shall report instances of quarantined fuel as significant incidents as detailed in this SOW.

### **4.74 Reconstitute Fuel**

4.74.1 For instances where fuel on inventory is determined by laboratory testing to be contaminated or otherwise out of specification, the Contractor shall take measures to return the fuel to a useable state. All such measures shall be taken in consultation with a CSA certified laboratory. For instances where fuel cannot be reconstituted, it shall be disposed of in accordance with the requirements of this SOW.

4.74.2 For instances where fuel delivered by a Government supplier is determined by laboratory testing to be contaminated or otherwise out of specification, the NWSO TA may request that the Contractor reconstitute the fuel on a case by case AWR basis.

### **4.75 Bulk Fuel Inventory**

4.75.1 The Contractor shall maintain the NWS Bulk fuel inventory in the Government provided MAXIMO application. Bulk fuel inventory data shall include:

- 4.75.1.1 Location;
- 4.75.1.2 Identification (LOCID, tank number);
- 4.75.1.3 Status e.g. in use, out-of-use or decommissioned;
- 4.75.1.4 Content – certified as aviation or PGS;
- 4.75.1.5 Quantities in litres;

- 4.75.1.6 Receipts, issues, and transfers;
- 4.75.1.7 Date of verification of level and method used; and
- 4.75.1.8 Calculated level for automated fuel transfer/issues;
- 4.75.1.9 Actual level for manual transfer/issues.

4.75.2 The inventory shall be kept up to date through accurate recording of all receipts, issues and transfers.

4.75.3 The inventory shall be confirmed through fuel tank dipping and the reconciliation of fuel tank dips as further detailed in this Section.

#### **4.76 Fuel Tank Dipping**

4.76.1 The Contractor shall manually dip fuel tanks to determine fuel level. Each dip shall record temperature and fuel volumes shall be normalized to standard temperature. Tank dips shall be taken:

- 4.76.1.1 Upon receipt of fuel;
- 4.76.1.2 During fuel transfer operations;
- 4.76.1.3 Each scheduled O&M preventive maintenance site visit;
- 4.76.1.4 When a fuel spill occurs to confirm the volume of the spill; and
- 4.76.1.5 Any other instance where a fuel tank dip is required to maintain the integrity of the bulk fuel inventory.

4.76.2 The Contractor shall maintain fuel tank dip records in the Government provided MAXIMO application.

#### **4.77 Reconcile Bulk Tank Dips**

4.77.1 The Contractor shall reconcile all fuel tank dips to ensure fuel is accounted for on a tank-by-tank basis. Each tank dip shall be reconciled against actual issues and transfers in cases where these actions are performed manually, or calculated against estimated consumption where issues and transfers are automated.

4.77.2 Fuel reconciliation shall reside in the Government provided MAXIMO application.

4.77.3 Discrepancies identified during reconciliation shall be investigated immediately. Where the discrepancy is the result of a fuel spill, the Contractor shall report the spill and initiate a cleanup as further detailed in this SOW. Discrepancies which cannot be reconciled and are determined not to be the result of a fuel spill are to be reported to the NWSO TA as a significant incident. Further investigation, with a follow up report within 72 hours, is to be conducted in order to determine the likely cause of the discrepancy and/or effect corrective actions to resolve the discrepancy.

## **4.78 Semi-annual Airlift and Bulk Fuel Meetings**

**4.78.1** The Contractor shall attend semi-annual Airlift and Bulk Fuel Meetings and brief the status of the NWS bulk fuel program. The meetings are normally within Canada and the United States, but outside the National Capital Region. The Contractor shall prepare a slide deck presentation detailing planned/completed activities, lessons learned and any issues or concerns which may negatively impact the NWS bulk fuel inventory.

## **4.79 Government Furnished Airlift**

### **4.80 Introduction**

**4.80.1** Airlift is provided to Canada for use on this contract by the United States Air Force per the Memorandum of Understanding between both countries. Airlift hereafter will be denoted as Government Contracted Airlift. Government Contracted Airlift will be with commercial air carriers hereafter referred to as Airlift Carriers. The Contractor shall use Government Contracted Airlift for the movement of personnel and cargo between NWS locations as required for delivery of services as stated in this SOW. Airlift for Contractor personnel and cargo into and out of LSS Zones shall be by commercial air carriers operating on established scheduled routes and is not reimbursed by the Government.

**4.80.2** Current flight operations for the NWS fall under the Canadian Aviation Regulations (CARs) Part VII. Subpart, 702 Aerial Work (for external Cargo etc.) and 703 Air Taxi Operations (passenger carriage) 704 commuter operations. The rotary carriers operate under two different ops Environment depending on the time of year. For summer operations, the helicopters fly VFR day with a single pilot from March 15 to Oct 1, when daylight hours permit. For winter operations the helicopters fly VFR with a two pilot crew, day and night, from Oct 1 to March 15 when day light hours are reduced.

**4.80.3** Helicopters are equipped for IFR and crew are IFR qualified for night flight, however due to a lack of radio navigation aids and or certified (published) procedures at the radar sites. Planning for night Approaches to sites require weather information complemented by AWOS Systems and remote cameras images. In any case regulatory requirements regarding weather minima required for night flight must be obeyed. As per the CARs flight crews are restricted to 14 hours of duty per day.

**4.80.4** Aviation fuel located on each NWS site shall be provided at no cost to the airlift Carrier.

**4.80.5** A specific number of hours/miles are provided to the Contractor each year based on the requested number of hours/miles by the Contractor and the amount of funding the Government has to provide for airlift resources. If the contracted hours/miles are exceeded then the Contractor shall be responsible for incurred the costs associated with the exceeded hours/miles. The Contractor shall ensure the most cost effective means are used to maximize the allotted airlift resources.

**4.80.6** Government-contracted airlift shall include:

**4.80.6.1** A rotary-wing aircraft and its crew based at each of the five LSSs and available on a 12 hour flight day, 7 days-a-week basis;

**4.80.6.2** Two supplemental rotary-wing aircraft and its crew that rotate between each of the five LSSs and available on a 12 hour flight day, 7 days-a-week basis during the months of June - September;

**4.80.6.3** On call fixed-wing aircraft based at the adjacent communities specified in Government-Contracted Airlift contracts, available with 48 hours-notice on an as required basis for routine day-to-day NWS support; and

**4.80.6.4** Rotary-wing beach to summit fuel transfer at 32 SRR sites, and heavy lift fixed-wing aircraft, utilizing bladder fuel tanks for bulk fuel transfer from all Beach and LRR FOX-3, as detailed in Section 9.

**4.80.7** Government-contracted airlift may from time to time be unavailable for service to the Contractor due to scheduled or unscheduled aircraft maintenance and the requirement to participate in search and rescue operations. Under these circumstances, or for any other reason not attributable to the Contractor, when the service (including alternate sources) is unavailable for the Contractor's normal O&M activities, and when this unavailability directly impacts the Contractor's ability to meet performance standards as required in this SOW, the delay caused by the aircraft unavailability shall be addressed as defined in the Contract.

**4.80.8** Flight operations are a year round requirement and assets required to support these operations shall be maintained to ensure they are available 24/7.

## **4.81 Definitions**

## **4.82 References**

**4.82.1** The notations against the references have the following meanings: M - Adherence to the policies, procedures, act, orders and regulations contained therein is mandatory. G The policies and procedures contained therein are not mandatory, but proposals for alternatives must be submitted in full detail to, and be accepted by the Project Authority. Furthermore, alternatives must fully interface with procedures in use globally. (R) Reference Only.

- 4.82.2 NWS Government Furnished Airlift Management Plan (G);
- 4.82.3 USAF Government Furnished Airlift Statement of Work for all 8 Airlift contracts HTC711-10-D-R001 through -R008 inclusive (TBD) (R);
- 4.82.4 Aviation Fuel Tank Listing (M);
- 4.82.5 Main Rotary Wing Flight Operations Delay Average (G);
- 4.82.6 Government Furnished Airlift Estimate (G);
- 4.82.7 Bulk Fuel Resupply Airlift Forecast (G);
- 4.82.8 Monthly Airlift Schedule (G);
- 4.82.9 Contractor Performance Assessment Report (CPAR) (M).

#### **4.83 Government Furnished Airlift Management Plan**

4.83.1 The Contractor shall prepare, implement and administer a North Warning System (NWS) Government Furnished Airlift Management Plan describing the Contractor's approach to meeting the following requirements as further detailed in this Section:

- 4.83.1.1 Forecasting airlift requirements;
- 4.83.1.2 Scheduling government furnished airlift;
- 4.83.1.3 Managing government furnished airlift resources to meet NWS mission requirements in the most efficient manner possible;
- 4.83.1.4 The provision of aircraft support, specifically: aviation fuel, hangar space where available, aircraft loading and unloading services, slinging services, power and towing vehicle;
- 4.83.1.5 Review of flight logs for completeness and accuracy;
- 4.83.1.6 Preparation and review of flight manifests;
- 4.83.1.7 Actioning occurrences of aircraft overdue;
- 4.83.1.8 Actioning aircraft incidents; and
- 4.83.1.9 Attending semi-annual airlift and bulk fuels conferences.

4.83.2 The plan is to be in a format proposed by the Contractor and accepted by the NWSO TA. Reference 1.3.2 is provided as a guidance document. The plan shall be reviewed and updated at a minimum annually no later than 31 March.

#### **4.84 Forecast Government Airlift Requirements**

4.84.1 The Contractor shall prepare and submit an annual forecast of airlift requirements for the upcoming period 01 April to 31 March. The annual forecast shall be divided by Zone, aircraft type (rotary/fixed wing) and by task. The forecast shall have two parts:

- 4.84.1.1 A planning document reflecting each airlift requirement; and
- 4.84.1.2 A summary document reflecting the total requirement.

**4.84.2** The forecast shall be in a format proposed by the Contractor and as accepted by the NWSO TA and be submitted by 12 February each year. Reference 1.3.6 is provided as a guidance document.

**4.84.3** The Contractor shall prepare and submit an annual forecast of airlift to support bulk fuel resupply for the upcoming period 01 April to 31 March. The forecast shall include rotary wing requirements for the refueling of SRR sites and heavy lift fixed wing aircraft requirements for the refueling of FOX-3 from FOX-MAIN.

**4.84.4** The forecast shall be in a format proposed by the Contractor and as accepted by the NWSO TA and be submitted by 31 August each year. Reference 1.3.6 is provided as a guidance document.

**4.84.5** Estimated average rotary wing flights annually by Zone:

**4.84.5.1** Zone 1: 340;

**4.84.5.2** Zone 2: 264;

**4.84.5.3** Zone 3: 264;

**4.84.5.4** Zone 4: 340; and

**4.84.5.5** Zone 5: 340.

**4.84.6** Estimated average fixed wing flights annually by Zone:

**4.84.6.1** Zone 1: 30k;

**4.84.6.2** Zone 2: 20k;

**4.84.6.3** Zone 3: 20k;

**4.84.6.4** Zone 4: 30k;

**4.84.6.5** Zone 5: 20k.

## **4.85 Schedule Government Furnished Airlift Resources**

**4.85.1** The Contractor shall liaise with Government furnished airlift carriers to coordinate and schedule airlift support to meet mission requirements 48 hours in advance. Airlift is to be scheduled to ensure the maximum use of NWS aviation fuel to avoid the airlift carrier buying commercial.

**4.85.2** The Contractor shall prepare and submit a monthly airlift schedule. The schedule shall identify zone, date, and type of aircraft, task type and estimated hours/miles.

**4.85.3** The monthly schedule shall be in a format proposed by the Contractor and as accepted by the NWSO TA and shall be submitted by 25<sup>th</sup> day of each month for the following month. Reference 1.3.8 is provided as a guidance document.

**4.85.4** The Contractor shall prepare and submit a weekly update to the monthly schedule, including:

**4.85.4.1** Aborted flights;

**4.85.4.2** Scheduled flights which did not occur;

**4.85.4.3** Unscheduled flights which occurred;

**4.85.4.4** Missing or inaccurate flight logs, as further detailed in this Section.

**4.85.5** The weekly update shall include applicable back up documentation to explain variances e.g. flight logs, weather reports, ESRs, work orders as examples. The monthly schedule shall be updated weekly to reflect on-going changes.

**4.85.6** The weekly update shall be in a format proposed by the Contractor and as accepted by the NWSO TA and shall be submitted by Tuesday of each week. Reference 1.3.8 is provided as a guidance document.

#### **4.86 Manage Government Furnished Airlift Resources**

**4.86.1** The Contractor shall ensure that the allotted hours/miles provided for airlift support are not exceeded. The Contractor shall notify the NWSO TA when 75% of the hours/miles have been used by the airlift carrier in each zone.

**4.86.2** Within 24 hours of any maintenance required by the Airlift Carrier which will negatively impact the Contractor's maintenance or project schedule, the Contractor shall prepare and submit an impact statement on what the unavailability of airlift will have. The impact statement shall include mitigating measures to eliminate or reduce these impacts.

**4.86.3** The Contractor shall prepare monthly Air Carrier Performance Assessment Reports for the preceding month. The report shall include:

**4.86.3.1** Availability of the aircraft to support the flying schedule;

**4.86.3.2** Air carrier controlled flight delays; and

**4.86.3.3** Statement certifying quality of service provided by the air carrier.

**4.86.4** The Air Carrier Performance Assessment Report shall be prepared using Reference 1.3.9 and shall be submitted to the NWSO TA by the 10<sup>th</sup> day of each month.

#### **4.87 Provide Aircraft Support**

- 4.87.1** In conjunction with the bulk fuel portion of this SOW, the Contractor shall maintain a listing of NWS bulk fuel tanks which are certified for aviation use. The listing shall be kept current as tanks are added, removed, their fuel is pending testing results or is quarantined.
- 4.87.2** The Contractor shall provide a list of aviation certified tanks by locations and LOCID to the airlift carriers to meet NWS mission requirements. The Contractor shall ensure that all infrastructure at NWS sites required to refuel Government furnished aircraft is serviceable.
- 4.87.3** The Contractor shall ensure that hangar space is provided to Government furnished airlift carriers at LSS-C, Cambridge Bay, Nunavut, and LSS-F, Hall Beach, Nunavut for housing the aircraft and its associated maintenance equipment, tools and spare parts. Hangar space at these two locations shall be made available to the Government furnished airlift carriers 24/7/365.
- 4.87.4** The Contractor shall ensure that all NWS sites have 115V power available to Government furnished airlift carriers 24/7/365.
- 4.87.5** The Contractor shall ensure that LSS-C and LSS-F have a vehicle capable of towing Government furnished aircraft 24/7/365. All towing of aircraft shall be performed by the Government furnished airlift carrier.
- 4.87.6** The Contractor shall provide loading and unloading services for all Government furnished aircraft to meet NWS mission requirements. The Contractor shall ensure any MSE required to load or unload aircraft is serviceable.
- 4.87.7** The Contractor shall coordinate the airlift of hazardous materials and hazardous waste on Government furnished aircraft with air carriers. The Contractor shall be responsible for all packaging, labeling and documentation for the airlift of hazardous materials and hazardous waste.
- 4.87.8** The Contractor shall support precision sling operations relevant to the two (2) seasonal supplemental helicopters and regular sling relevant to the five (5) resident helicopters.

## **4.88 Flight Logs**

- 4.88.1** The Contractor shall review all Government furnished airlift carrier flight logs for completeness and accuracy. There shall be a flight log for every flight, and a nil flight log on days when there is no flying. Flight logs shall include the purpose of flight as a:
- 4.88.1.1** Number of legs and actual destination(s) including any aborted legs;
  - 4.88.1.2** Time up and time down for each leg;

- 4.88.1.3 Flight time and distance for each leg;
- 4.88.1.4 Fuel consumed for each leg;
- 4.88.1.5 Refueling location, if any, to include tank number (if NWS fuel tank) and quantity taken;
- 4.88.1.6 Description and weight of cargo for each leg;
- 4.88.1.7 Number and names of passengers for each leg; and

4.88.2 The Contractor shall sign all flight logs to certify they are complete and correct. Contractor shall not sign any flight log if its information is incomplete or inaccurate.

4.88.3 The Contractor shall notify the NWSO TA of incomplete or missing flight logs by next weekly update to the monthly schedule.

4.88.4 The Contractor shall maintain an electronic repository of flight logs which shall be available to the NWSO TA. Flight logs shall be in the electronic repository within 48 hours of receipt.

#### **4.89 Flight Manifests**

4.89.1 The Contractor shall prepare and submit a flight manifest for each flight to the Government furnished airlift carrier prior to flight departure. Flight manifests shall include:

- 4.89.1.1 Proposed destination(s);
- 4.89.1.2 Listing of cargo, including weight;
- 4.89.1.3 Names and number of passengers;
- 4.89.1.4 Unique flight number;
- 4.89.1.5 Purpose of trip; and
- 4.89.1.6 Notification of hazardous materials and/or hazardous waste being transported.

4.89.2 Following review and certification of the flight log, the Contractor shall update the flight manifest with accurate information pertaining to the actual flight.

4.89.3 The Contractor shall maintain an electronic repository of flight manifests which shall be available to the NWSO TA. Flight manifests shall be in the electronic repository within 48 hours of receipt.

#### **4.90 Aircraft Overdue**

**4.90.1** The Contractor shall action instances of any aircraft which is 60 minutes overdue at their scheduled destination and for which the position is unknown. The Contractor shall take action to follow-up with Nav Canada Flight Services to ascertain the status of the aircraft.

#### **4.91 Aircraft Incidents**

**4.91.1** The Contractor shall respond to aircraft incidents to provide support/assistance as required to preserve life, property and the environment. In the case of a catastrophic incident, the Contractor shall preserve the scene for investigation.

**4.91.2** The Contractor shall submit initial and follow-up reports for aircraft incidents. The initial report shall be submitted within 6 hours of the incident occurring, with follow-up reports submitted as required until the incident has been fully investigated and corrective action has been completed. Follow-up reports shall document the status of the investigation and corrective actions which are planned/completed until such time as the incident is considered closed.

#### **4.92 Semi-annual Airlift and Bulk Fuel Meetings**

**4.92.1** The Contractor shall attend semi-annual Airlift and Bulk Fuel Meetings and brief the status of the NWS airlift program. The meetings are normally within Canada, but outside the National Capital Region. The Contractor shall prepare a slide deck presentation detailing planned/completed activities, lessons learned and any issues or concerns which may negatively impact the NWS airlift program.