



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC**  
11 Laurier St./ 11, rue Laurier  
Place du Portage, Phase III  
Core 0B2 / Noyau 0B2  
Gatineau, Québec K1A 0S5  
Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

|   |   |
|---|---|
| <b>Title - Sujet</b> Managed Clothing Solution<br>Solution de gestion des vêtements   |   |
| <b>Solicitation No. - N° de l'invitation</b><br>FP859-200004/A  | <b>Date</b><br>2021-02-26                   |
| <b>Client Reference No. - N° de référence du client</b><br>FP859-200004   |   |
| <b>GETS Reference No. - N° de référence de SEAG</b><br>PW-\$\$PR-768-79775  |   |
| <b>File No. - N° de dossier</b><br>pr768.FP859-200004   | <b>CCC No./N° CCC - FMS No./N° VME</b>      |
| <b>Solicitation Closes - L'invitation prend fin</b><br><b>at - à 02:00 PM</b> Eastern Standard Time EST<br><b>on - le 2021-04-14</b> Heure Normale du l'Est HNE   |   |
| <b>F.O.B. - F.A.B.</b><br><b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>   |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Bisson, Evelyne  | <b>Buyer Id - Id de l'acheteur</b><br>pr768 |
| <b>Telephone No. - N° de téléphone</b><br>(819) 775-8769 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -         |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>DEPARTMENT OF FISHERIES AND OCEANS<br>Conservation&Protection Directorate<br>200 Kent Street, 13W116A<br>OTTAWA<br>Ontario<br>K1A0E6<br>Canada |   |

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

Clothing and Textiles Division / Division des vêtements et des textiles  
L'Esplanade Laurier,  
East Tower 7th Floor  
Tour est 7e étage  
140 O'Connor, rue O'Connor,  
Ottawa  
Ontario  
K1A 0R5

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

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## **ANNEX "A"**

### STATEMENT OF WORK\_(SOW)

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TASK AUTHORIZATION

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EVALUATION CRITERIA

## **ANNEX "G" TO PART 3 OF THE BID SOLICITATION**

ELECTRONIC PAYMENT INSTRUMENTS

## **ANNEX "H" TO PART 5 OF THE BID SOLICITATION**

FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

## **ANNEX "I" TO PART 5 OF THE BID SOLICITATION**

ETHICAL CONSIDERATION FOR PROCUREMENT OF APPAREL CERTIFICATION

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## PART 1 - GENERAL INFORMATION

### 1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work (SOW) (ANNEX A) and is Appendix 1-8, Basis of Payment (ANNEX B), Fisheries Officer Uniform Specifications (ANNEX C), Security Requirements Checklist (ANNEX D), Task Authorization (ANNEX E), Evaluation Criteria (ANNEX F), Electronic Payment Instruments (ANNEX G), Federal Contractors Program for Employment Equity (ANNEX H), Ethical consideration for procurement of apparel certification (ANNEX I).

### 1.2 Summary

#### 1.2.1 Background

The Department of Fisheries and Ocean (DFO) has a requirement for a Managed Clothing Solution (MCS) where a third party provider ensures that requirements are filled as and when required.

The requirement includes the provision of uniforms and related accessories, management services including but not limited to uniform design, manufacturing, inventory management and warehousing ordering, distribution and program data management services.

The MSC will also provide an online Order Management System (OMS) for use by Authorized Users who will order items for Direct Delivery to the address of their choices.

National deliveries are required and destinations will be specified at time of orders.

#### 1.2.2 Period of contract

The contract period will be for an initial period of three (3) years from the date of contract, with the option to extend the term of the contract by up to two (2) additional one (1) year periods under the same terms and conditions.

#### 1.2.3 Security Requirement

There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security

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clauses, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website”.

**1.3 Federal Contractors Program**

The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the Annex “H” titled Federal Contractors Program for Employment Equity - Certification.

**1.4 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within fifteen (15) working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

**1.5 Phased Bid Compliance Process (PBCP)**

The Phase Bid Compliance Process (PBCP) applies to this requirement.

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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions.

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

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 Submission of bids of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

**Delete:** sixty (60) days

**Insert:** two hundred and ten (210) days

Canada may award a contract to the next compliant Bidder if a contract awarded under this bid solicitation is terminated before the expiry of the bid validity period.

### 2.2 Submission of Bids

Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit specified below by the date and time indicated on page 1 of the bid solicitation:

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

### 2.3 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than fifteen (15) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

### 2.4 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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

## 2.5 Viewing Sample(s)

For your information there is no viewing samples for this requirement, all items must be made in accordance with the technical specifications.

## 2.6 Basis for Canada's Ownership of Intellectual Property

The Department of Fisheries and Oceans has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#): Appendix A (1) National Security.

## 2.7 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
  - Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

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## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

Due to the nature of the bid solicitation, bids transmitted by epost Connect service and by facsimile will not be accepted.

Canada requests that bidders provide their bid in separately bound sections as follows:

- Section I: Technical Bid (3 hard copies)
- Section II: Financial Bid (1 hard copy)
- Section III: Certifications (1 hard copy)
- Section IV: Additional Information (1 hard copy)

If there is a discrepancy between the wording of the soft copy on electronic media and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, bidders should:

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

### 3.2 Section I: Technical Bid

3.2.1 In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

3.2.2 The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

### 3.3 Section II: Financial Bid

3.3.1 Bidders must submit their financial bid in Canadian dollars in accordance with Appendix B1 from Annex "B" – Basis of Payment. The total amount of Applicable Taxes must be shown separately.

- 3.3.2 The firm unit costs submitted for the MCS items must not include the Bidder's indirect costs.
- 3.3.3 The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

#### 3.4 Electronic Payment of Invoices – Bid

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex "G" Electronic Payment Instruments, to identify which ones are accepted.

If Annex "G" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

#### 3.5 Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.

#### 3.6 Section IV: Additional Information

##### 3.6.1 Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

As indicated in Part 6 under Security Requirements, the Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

The Company Security Officer must ensure through the [Contract Security Program](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

##### 3.6.2 Origin of Work (MCS Items)

For each item of clothing listed in Appendix B1 of Annex "B", Bidders must identify the name(s) of the country or countries where the item is cut (or knit to shape) and sewn, regardless of whether the work is to be performed by the Bidder or one of its subcontractor(s).

The following information must be provided for each item:

MCS Item number: \_\_\_\_\_  
Country: \_\_\_\_\_

*\*Please use Appendix B1 selecting the Country of Origin Tab available as an attachment to answer section 3.6.2*

If not using the tab in Appendix B1, Bidders must add additional lines if there is more than one manufacturer or one country per Item.

##### 3.6.3 Diversity and Inclusion Plan (for PWGSC information only)

Bidders are requested to provide details of their policies, practices and initiatives in relation to diversity and inclusion.

- 3.6.3.1 The purpose of the Diversity and Inclusion Plan is to demonstrate the Bidder's approach to increasing diversity and inclusion by improving the proportion of under-represented groups (such

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as women, Indigenous Peoples, persons with disabilities, visible minorities, members of the LGBTQ2+ community, etc.) in their senior management, middle-management and working level structures, and supply chains. The suggested length of the Plan is 2-10 pages.

- 3.6.3.2** The Diversity and Inclusion Plan may include, but is not limited to, the following items:
- 3.6.3.3** Any public statements that the Bidder has released promoting diversity, inclusion, and equality within its organizations;
- 3.6.3.4** Any of the Bidder's existing corporate policies, procedures and initiatives promoting diversity and inclusion in the workplace;
- 3.6.3.5** Any of the Bidder's existing or planned training to educate its workforce on diversity and inclusion;
- 3.6.3.6** Any of the Bidder's other planned corporate activities to increase or promote diversity and inclusion in its workforce;
- 3.6.3.7** Any available statistics on the proportion of d under-represented groups employed in the Bidder's firm at the senior management and working level; and;
- 3.6.3.8** The Bidder's approach for factoring diversity and inclusion into its supplier selection methods, with consideration for businesses that are predominantly led by under-represented groups.

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## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.
- (c) Canada will use the Phased Bid Compliance Process described below;

#### 4.1.1 Phased Bid Compliance Process

##### 4.1.1.1 (2018-07-19) General

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE.

THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2020-05-28) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by

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the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### 4.1.1.2 (2018-03-13) Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### 4.1.1.3 (2018-03-13) Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all

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solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.

- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid.
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for

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the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.

- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### **4.1.1.4 (2018-03-13) Phase III: Final Evaluation of the Bid**

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

### **4.1.2 Technical Evaluation**

#### **4.1.2.1 Mandatory Technical Criteria**

Mandatory technical evaluation criteria are included in Annex "F".

The Phased Bid compliance Process will apply to all mandatory technical criteria.

#### **4.1.2.2 Pointed Rated Technical Criteria**

Pointed Rated technical evaluation criteria are included in Annex "F".

### **4.1.3 Financial Evaluation**

**4.1.3.1** Bidders must submit a firm unit price for all items listed in Appendix B-1 in accordance with Annex "B".

**4.1.3.2** The price of the bid will be evaluated in Canadian dollars, Canadian customs duties and excise taxes included and applicable taxes excluded.

### **4.2 Basis of Selection**

**4.2.1** In consideration of the operational requirement and Canada's desire to achieve an operational capability, a "Lowest Responsive Cost per Point" basis of selection will be employed. With this contractor selection method, the total bid price is divided by the corresponding total points achieved by the bidder for its technical bid. This determines each bidder's cost-per-point. The responsive bid with the lowest cost-per-point will be recommended for award of the contract.

#### **4.2.2 Total Bid Price**

- a) The review will be conducted by Public Services and Procurement Canada (PSPC).
- b) For the purpose of establishing a bid price for evaluation purposes only, each of the line items unit cost (LIUC) found in Appendix B1 of Annex "B" will be multiplied by the estimated quantity per year of each item. The resultant total for all LIUC will be multiplied by the offered firm Line Item Mark-up (LIM) to establish the Total Bid Price.
- c) Formula: (All LIUC x Estimated quantity per year) x (LIM) = Total Bid Price.
- d) The formula is for evaluation purposes only and the bid evaluation quantities must not be interpreted as a guarantee of actual usage.

### **4.3 Selection Methodology**

To be declared responsive a bid must:

- a) comply with all the requirements of the bid solicitation; and
- b) meet all mandatory technical criteria; and
- c) obtain the required minimum of 70% overall score as indicated at Annex "F".

Bids not meeting (a), (b) and (c) at the end of the Technical Bid Evaluation will be declared non-responsive, and receive no further consideration.

### **4.4 Lowest Responsive Cost-per-Point**

**4.4.1** To establish the lowest cost-per-point score, each responsive Total Bid Price will be divided into the total number of weighted points acquired for the Bid. Refer to the Section 4.2.2 herein for more details.

**4.4.2 Financial Evaluation:**

The total bid price will be determined using the methodology outlined in section 4.2.2.

**4.4.3 Calculation – Lowest Responsive Cost-per-Point**

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by the lowest responsive cost-per-point

*NOTE: The weighted points will be rounded up to two (2) decimal places.*

|   | Bidder 1                                     | Bidder 2                          | Bidder 3                          |
|---|--|-----------------------------------|-----------------------------------|
| <b>Maximum Technical Score</b>              | Maximum 745 points, minimum pass mark of 520 |                                   |                                   |
| <b>Overall Technical Score</b>              | 520  | 600                               | 650                               |
| <b>Total Bid Price as per Section 4.4.2</b> | \$55,000.00                                  | \$50,000.00                       | \$45,000.00                       |
| <b>Lowest-cost-per-point</b>                | $\frac{550}{520}$<br>= <b>1.06</b>           | $\frac{500}{600}$<br>= <b>.83</b> | $\frac{450}{650}$<br>= <b>.69</b> |
| <b>Overall Ranking</b>                      | <b>3<sup>rd</sup></b>                        | <b>2<sup>nd</sup></b>             | <b>1<sup>st</sup></b>             |

Bidder 3 will be recommended for contract award.

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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Additional Certifications Required with the Bid

##### 5.1.2.1 Ethical Procurement Certification

The ethical considerations for procurement of apparel certification document attached to this solicitation at Annex "I" Part 5 is incorporated by reference into, and forms a binding part of the bid solicitation. The Bidder must comply with the certification.

By submitting a bid in response to this bid solicitation, the Bidder certifies that:

- a. it has read and understands the certification attached to this solicitation;
- b. it understands that the eight fundamental human and labour rights laid out in the certification document must be complied with or the bid may be declared non-responsive, or Canada may terminate any resulting contract for default.

### 5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](#) website

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(<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

### **5.2.3 Additional Certifications Precedent to Contract Award**

#### **5.2.3.1 Status and Availability of Resources**

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

#### **5.2.3.2 Education and Experience**

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

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## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirements

#### 6.1.1 At the date of bid closing, the following conditions must be met:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- (d) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (e) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.

#### 6.1.2 For additional information on security requirements, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

### 6.2 Financial Capability

SACC *Manual* clause [A9033T](#) (2012-07-16) Financial Capability

### 6.3 Bid Financial Security

- 1- Bidders must provide bid financial security consisting of:
  - a) a security deposit as defined in clause [E0008T](#), or
  - b) a bid bond form [PWGSC-TPSGC 504](#), which must be accepted as security by one of the bonding companies listed in [Treasury Board Contracting Policy, Appendix L](#), Acceptable Bonding Companies.
- 2- Security deposits in the form of government guaranteed bonds with coupons attached will be accepted only if all coupons that are unmatured, at the time the security deposit is provided, are attached to the bonds. Bidders must provide written instructions concerning the action to be taken with respect to coupons that will mature while the bonds are pledged as security, when such coupons are in excess of the security deposit requirement.
- 3- If the financial security is in the form of a bill of exchange or a government guaranteed bond and:
  - a) the bid price is \$250,000 or less, the amount of the security deposit must represent \_\_\_\_ (\_\_\_\_) percent of the bid price; or
  - b) the bid price exceeds \$250,000, the amount of the security deposit must be \$\_\_\_\_ plus \_\_\_\_ (\_\_\_\_) percent of the amount by which the bid price exceeds \$250,000, to a maximum of \$\_\_\_\_.
- 4- If the financial security is a bid bond, the amount of the bond must represent \_\_\_\_ (\_\_\_\_) percent of the bid price. Bidders who provide a security deposit as bid financial security must submit their bid under seal (does not apply in Quebec).

#### 6.3.1 SACC *Manual* Clauses

SACC *Manual* clause [E0003T](#) (2014-09-25) Security Deposit – Bid and Contract Financial Security Required

SACC *Manual* clause [E0008T](#) (2018-06-21) Security Deposit Definition – Bid

### 6.4 Insurance Requirements

The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if awarded a contract as a result of the bid

Solicitation No. - N° de l'invitation  
F859-200004/A  
Client Ref. No. - N° de réf. du client  
F859-200004

Amd. No. - N° de la modif.  
XXXXX  
File No. - N° du dossier  
pr768F859-200004

Buyer ID - Id de l'acheteur  
PR768  
CCC No./N° CCC - FMS No./N° VME

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solicitation, can be insured in accordance with the Insurance Requirements specified in Resulting Contract Clauses.

If the information is not provided in the bid, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

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## PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

#### 7.1.1 Optional Goods and/or Services

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

#### 7.1.2 Task Authorization

A portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the (TA) must be in accordance with the scope of the Contract.

##### 7.1.2.1 Task Authorization Process

###### 7.1.2.1.1 Step 1 – Description of the Task

Prior to issuing a Task Authorization, the Project Authority must notify the Contractor in writing of a task requirement. The Project Authority and the Contractor must agree on the following aspects, as applicable, of all tasks prior to issuance of a Task Authorization:

- (a) detailed description of the task to be performed, with reference to the Statement of Work;
- (b) priority;
- (c) expenditure limitation for the performance of the work;
- (d) total estimated cost for performing the task which must be computed in accordance with the Annex "B" – Basis of Payment with price support and price breakdown including a breakdown by category of resource;
- (e) an estimate or an actual number of person-hours of effort required, per category; schedule indicating completion dates for the activities or delivery dates for the deliverables;
- (f) timeframe by which the proposal must be accepted by the Project Authority for the Contractor to meet the proposed completion or delivery dates; and
- (g) any other supporting details.

###### 7.1.2.1.2 Step 2 – Price Proposal

Following agreement of the Project Authority and the Contractor on the aspects of the task to be performed, the Contractor will provide a total estimated cost for performing the task and a breakdown of all applicable elements of cost established in accordance with Annex "B" – Basis of Payment, including labor hours by category, travel requirements outlining the number of trips and duration, personnel and other associated travel costs, other direct costs and materiel cost. This price proposal must be provided to the Technical Authority within twenty (20) calendar days following receipt of a notice of a task request.

Any unexpected costs not included in the price proposal must be submit to the Contracting Authority under a revised price proposal for approval.

###### 7.1.2.1.3 Step 3 – Task Authorization

- a) If the Contractor's price proposal is approved, the Project Authority will issue a Task Authorization to the Contractor.

- b) The Task Authorization will contain a detailed description of the task(s) to be performed, a description of the deliverable(s), and a schedule indicating completion dates for the activities or delivery dates for the deliverables. The Task Authorization will also include the applicable basis and method of payment as specified in the Contract.
- c) The Contractor must not perform any work until a Task Authorization authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a Task Authorization has been received will be done at the Contractor's own risk.
- d) The Task Authorization must not be amended. Any changes required to a Task Authorization must be authorized by the Project Authority and requires the issuance of a new Task Authorization indicating the task number being amended; the amendment number; and the required amendments.

#### **7.1.2.2 Task Authorization Limit**

The Project Authority may authorize individual task authorizations up to a limit of \$25,000.00 Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Contracting Authority before issuance.

#### **7.1.2.3 Canada's Obligation - Portion of the Work - Task Authorizations**

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the total amount of the actual tasks performed by the Contractor.

#### **7.1.2.4 Periodic Usage Reports - Contracts with Task Authorizations**

The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.

The Contractor must provide this data in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Contracting Authority. The quarterly periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31; and
- 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than fifteen (15) calendar days after the end of the reporting period.

#### **Reporting Requirement- Details**

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

- a) For each authorized task:
- b) the authorized task number or task revision number(s);
- c) a title or a brief description of each authorized task;
- d) the total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;

- e) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- f) the start and completion date for each authorized task; and
- g) the active status of each authorized task, as applicable.

**For all authorized tasks:**

- a) the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- b) the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

**7.2 Standard Clauses and Conditions**

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

**7.2.1 General Conditions**

[2030](#) (2020-05-28), General Conditions - Higher Complexity - Goods, apply to and form part of the Contract.

**7.2.1.1** Section 05 (2012-03-02) entitled Conduct of the Work of the 2030, General Conditions – Higher Complexity -Goods is amended as follows:

**At subsection 2 insert;**

- e. select and employ a sufficient number of qualified people;
- f. perform the Work in accordance with standards of quality acceptable to Canada and in full conformity with the Specifications and all the requirements of the Contract; and
- g. provide effective and efficient supervision to ensure that the quality of workmanship meets the requirements of the Contract.

**At subsection 5 insert;**

- 6. The Work must not be performed by any person who, in the opinion of Canada, is incompetent, unsuitable or has conducted himself/herself improperly.
- 7. All services rendered under the Contract must, at the time of acceptance, be free from defects in workmanship and conform to the requirements of the Contract. If the Contractor is required to correct or replace the Work or any part of the Work, it will be at no cost to Canada.
- 8. Canada's facilities, equipment and personnel are not available to the Contractor to perform the Work unless the Contract specifically provides for it. The Contractor is responsible for advising the Contracting Authority in advance if it requires access to Canada's facilities, equipment or personnel to perform the Work. The Contractor must comply and ensure that its employees and subcontractors comply with all security measures, standing orders, policies or other rules in force at the site where the Work is performed.

**7.2.1.2** Section 37 (2008-05-12) entitled No bribe of the 2030, General Conditions - Higher Complexity - Goods is hereby deleted in its entirety and replaced with the following:

**2030 37 (2008-05-12) No bribe or conflict**

- 1- The Contractor declares that no bribe, gift, benefit, or other inducement has been or will be paid, given, promised or offered directly or indirectly to any official or employee of Canada

or to a member of the family of such a person, with a view to influencing the entry into the Contract or the administration of the Contract.

- 2- The Contractor must not influence, seek to influence or otherwise take part in a decision of Canada knowing that the decision might further its private interest. The Contractor must have no financial interest in the business of a third party that causes or would appear to cause a conflict of interest in connection with the performance of its obligations under the Contract. If such a financial interest is acquired during the period of the Contract, the Contractor must immediately declare it to the Contracting Authority.
- 3- The Contractor warrants that, to the best of its knowledge after making diligent inquiry, no conflict exists or is likely to arise in the performance of the Contract. In the event the Contractor becomes aware of any matter that causes or is likely to cause a conflict in relation to the Contractor's performance under the Contract, the Contractor must immediately disclose such matter to the Contracting Authority in writing.
- 4- If the Contracting Authority is of the opinion that a conflict exists as a result of the Contractor's disclosure or as a result of any other information brought to the Contracting Authority's attention, the Contracting Authority may require the Contractor to take steps to resolve or otherwise deal with the conflict or, at its entire discretion, terminate the Contract for default. Conflict means any matter, circumstance, interest, or activity affecting the Contractor, its personnel or subcontractors, which may or may appear to impair the ability of the Contractor to perform the Work diligently and independently.

**7.2.1.3** The 2030 (2020-05-28), General Conditions - Higher Complexity - Goods is hereby amended as follows to insert:

**2030 46 (2008-05-12) Harassment in the workplace**

1. The Contractor acknowledges the responsibility of Canada to ensure, for its employees, a healthy work environment, free of harassment. A copy of the [Policy on Harassment Prevention and Resolution](#), which is also applicable to the Contractor, is available on the Treasury Board Web site.
2. The Contractor must not, either as an individual, or as a corporate or unincorporated entity, through its employees or subcontractors, harass, abuse, threaten, discriminate against or intimidate any employee, contractor or other individual employed by, or under contract with Canada. The Contractor will be advised in writing of any complaint and will have the right to respond in writing. Upon receipt of the Contractor's response, the Contracting Authority will, at its entire discretion, determine if the complaint is founded and decide on any action to be taken.

**2030 47 (2012-07-16) Access to information**

Records created by the Contractor, and under the control of Canada, are subject to the [Access to Information Act](#). The Contractor acknowledges the responsibilities of Canada under the [Access to Information Act](#) and must, to the extent possible, assist Canada in discharging these responsibilities. Furthermore, the Contractor acknowledges that section 67.1 of the [Access to Information Act](#) provides that any person, who destroys, alters, falsifies or conceals a record, or directs anyone to do so, with the intent of obstructing the right of access that is provided by the [Access to Information Act](#) is guilty of an offence and is liable to imprisonment or a fine, or both.

**7.2.2 Supplemental General Conditions**

These Supplemental General Conditions are incorporated by reference apply to and form part of the Contract.

[4007](#) (2010-08-16) Canada to own Intellectual Property Rights in Foreground Information

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**4008** (2008-12-12) Personal Information;

### 7.3 Security Requirements

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Designated Organization Screening (DOS), issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to sensitive site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by the CSP, PWGSC.
3. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, PWGSC.
4. The Contractor/Offeror must comply with the provisions of the:
  - a) Security Requirements Check List and security guide (if applicable), attached at Annex "D";
  - b) *Industrial Security Manual* (Latest Edition).

#### 7.3.1 Contractor's Sites or Premises Requiring Safeguarding Measures

##### 7.3.1.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

*(to be insert at contract award)*

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

##### 7.3.1.2 The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from date of Contract to *(to be insert at contract award)* inclusive.

#### 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least sixty (60) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

### 7.5 Authorities

#### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Evelyne Bisson  
Title: Team Leader  
Public Services &  
Procurement Canada  
Acquisitions Branch

---

Commercial & Consumer Products  
Directorate Clothing & Textiles Division  
Esplanade Laurier, East Tower,  
7<sup>th</sup> Floor 140 O'Connor Street  
Ottawa, Ontario., K1A 0R5  
Telephone: 819-775-8769  
E-mail address: [evelyne.bisson@tpsgc-pwgsc.gc.ca](mailto:evelyne.bisson@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

#### 7.5.2 Project Authority

The Project Authority for the Contract is:

*(to be insert at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

#### 7.5.3 Technical Authority

The Technical Authority for the Contract is:

*(to be insert at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Technical Authority is the representative of the department or agency responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

#### 7.5.4 Contractor's Representative *(to be insert at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

## 7.6 Payment

### 7.6.1 Basis of Payment

The Contractor will be paid in accordance with Annex B. Customs duties are included and Applicable Taxes are extra.

### 7.6.2 Limitation of Expenditure

Canada's total liability to the Contractor under the Contract must not exceed the total estimated value of the Contract. Customs duties are included and Applicable Taxes are extra.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- a) when it is 75% committed, or
- b) four months before the contract expiry date, or
- c) as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### 7.6.2.1 Limitation of Expenditure – Task Authorizations (TA)

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

### 7.6.3 Limitation of Price

SACC Manual clause [C6000C](#) (2017-08-17) Limitation of Price

### 7.6.4 Multiples Payments

SACC Manual clause [H1001C](#) (2008-05-12) Multiples Payments

### 7.6.5 Electronic Payment of Invoices – Contract *(to be insert at contract award)*

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);
- d. Electronic Data Interchange (EDI);

- e. Wire Transfer (International Only);
- f. Large Value Transfer System (LVTS) (Over \$25M)

#### 7.6.6 Discretionary Audit

SACC Manual clause C0100C, (2010-01-11) Discretionary Audit Commercial Goods and/or Services

#### 7.6.7 Time Verification

SACC Manual clause C0710C, (2007-11-30) Time and Contract Price Verification  
SACC Manual clause C0711C, (2008-05-12) Time Verification

#### 7.7 Invoicing Instructions

The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all Work identified in the invoice is completed and delivered.

Invoices must be distributed as follows:

- a) One (1) copy must be forwarded to the following address :  
Department of Fisheries and Oceans Canada  
Address: 200 Kent Street 13W116A  
City: Ottawa Ontario, K1A OE6  
Attn: **(to be inserted at contract award)**  
Email: **(to be inserted at contract award)**
- b) One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.
- c) The original and one (1) copy must be forwarded to the consignee for certification and payment.

All invoices must be accompanied by a Detailed Excel Spreadsheet, which lists the invoice number, responsibility center, RCM (at time of order), Responsibility center name, order number, order date, first and last name of the employee, item number, NSN specific (size) number, item description, quantity, unit price, subtotal, taxes, total, shipping address & postal code, province and date of shipment, as well as shipping cost.

#### 7.7.1 Credits

Credits are included in the pending invoices report sent each month by the Contractor. Credits received for returns (or other reasons) are applied to invoices that have a balance to pay for the same RCM (this only applies when the balance exceeds the credit amount).

#### 7.8 Shipment of Goods

- a) Ensure that uniform items are provided to the Shipping Provider in a timely manner.
- b) Utilize a shipping method which employs a tracking number system for all orders.
- c) All shipments by the Contractor should use a shipping method which guarantees shipping times which are equivalent to or exceed that of the "Expedited" service level offered by Canada Post.
- d) For shipment locations in Northern Canada (including Yukon, Northwest territories, Nunavut, Quebec and Labrador) and other remote locations, a shipping method that guarantees shipping times, which, at a minimum, are equivalent to Canada Post's "Priority Post", should be used.

#### 7.8.1 Shipping Documentation

Also required:

- i. Additional information for the packing slip:
  - a. Name of the employee who placed the order
  - b. Department of Fishery and Ocean on packing slip

- c. Order number
- d. Description of the goods and size(s) of each item shipped
- e. One initial box (for employee to confirm reception)
- f. Return Policy Information
- g. Messages from DFO (pre-authorized)
- h. The total quantity of each item on back-order (or otherwise not shipped) and expected delivery date
- ii. One copy of a Return Order Form with the following information:
  - a. Name of the employee who placed the order
  - b. Information on how to return items for exchange or refund (to be determined with the DFO Project authority)
  - c. Order number
  - d. Date of shipment
  - e. Item number(s)
  - f. Item name(s)
  - g. Quantity Returned empty box (or method determined by DFO Project Authority and Contractor)
  - h. Size of replacement item requested
  - i. Quantity of each item ordered
  - j. Size(s) of each item ordered
  - k. Measurements indicated in the employee's profile
  - l. Return Policy Information
  - m. Empty box for comments
- iii. A pre-paid return order label

## **7.9 Certifications and Additional Information**

### **7.9.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### **7.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labor, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### **7.10 Work Site Access**

Authorized representatives of Canada must have access to any site where any part of the Work is being carried out at any time during working hours to make examinations and such tests of the Work as they may think fit.

### **7.11 Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_ (*insert the name of the province or territory as specified by the Bidder in its bid, if applicable*).

### **7.12 Priority of Documents**

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

- (a) The Articles of Agreement;
- (b) The supplemental general conditions;  
4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information
- (c) The supplemental general conditions;  
4008 (2008-12-12) Personal Information
- (d) The general conditions;  
2030 (2020-05-28), General Conditions - Higher Complexity – Goods  
SACC Manual Clauses [A9122C](#) (2008-05-12) Protection and Security of Data Stored in  
Databases  
SACC Manual Clauses [A9113C](#) (2014-11-27) Handling of Personal Information  
SACC Manual Clauses [D2001C](#) (2007-11-30) Labelling
- (e) Annex A, Statement of Work (including all appendixes);
- (f) Annex B, Basis of Payment;
- (g) Annex C, Fisheries Officer Uniform Specifications
- (h) Annex D, Security Requirements Check List;
- (i) Annex F, Evaluation Criteria
- (j) Annex H, Federal Contractors Program for Employment Equity - Certification;
- (k) Annex I, Ethical consideration for procurement of apparel certification
- (l) The signed Task Authorizations (including all of its annexes, if any);
- (m) The Contractor's bid dated \_\_. **(to be completed at contract award)**

#### 7.13 **Materials: Contractor Total Supply**

The Contractor will be responsible for obtaining all materials required in the manufacture of the items specified. The delivery stated for the items allows the necessary time to obtain such materials.

#### 7.14 **Procedures for Design Change/Deviations**

The Contractor must follow these procedures for any proposed design change/deviation to contract specifications.

The Contractor must complete Part 1 of form PWGSC-TPSGC 9038, Design Change/Deviation, and forward 1 copy to the Project Authority and one (1) copy to the Contracting Authority.

The Contractor will be authorized to proceed upon receipt of the design change/deviation form signed by the Contracting Authority. A contract amendment will be issued to incorporate the design change/deviation in the Contract.

#### 7.15 **Sub-Contractors**

Pursuant to subsection 06 of the General Conditions 2030 - High Complexity - Goods, the sub-contractors listed in Annex “\_\_\_ **(to be included at contract)**” will be utilized in the performance of the Contract.

Subcontractors, other than those listed above, may not be utilized without the written permission of the Contracting Authority.

#### 7.16 **Over shipment**

Over shipment will not be accepted unless prior approval is obtained from the Contracting Authority.

#### 7.17 **Pre-Production Sample(s)**

1. The Contractor must provide one pre-production sample for each line item (size to be specified at time of request), accompanied by the sealed samples, if applicable, to the Technical Authority for acceptance within sixty (60) calendar days from date of contract award.
2. Pre-production samples will also be a requirement when
  - a) there is a change in a sub-contractor during the life of the Contract; or

- b) there is a major technical change to the item; or  
c) when a new line item is added to the Contract.
3. If the pre-production samples are rejected, the Contractor must submit a second pre-production sample within twenty (20) calendar days of notification of rejection from the Technical Authority.
  4. If the pre-production samples are accepted by either full acceptance or conditional acceptance, the Contractor must proceed with production as per the Contract requirements.
  5. Rejection by the Technical Authority of the second pre-production samples submitted by the Contractor for failing to meet the contract requirements will be grounds for termination of the Contract for default.
  6. The Contractor must carry out all required inspection and tests to verify conformance to the technical requirements of the Contract.
  7. In addition to providing the pre-production samples, the Contractor must provide a copy of the inspection reports and laboratory test reports and/or Certificates of compliance, as applicable, to the Contracting Authority and Technical Authority, transportation charges prepaid, and without charge to Canada.
  8. The pre-production samples submitted by the Contractor will remain the property of Canada.
  9. The Technical Authority will notify the Contractor, in writing, of the full acceptance, conditional acceptance, or rejection of the pre-production samples. A copy of this notification will also be provided by the Project Authority to the Contracting Authority. The notice of the full acceptance or conditional acceptance does not relieve the Contractor from complying with all requirements and conditions of the Contract.
  10. The Contractor must not commence or continue with production of the items and must not make any deliveries until the Contractor has received a written notification from the Project Authority that the pre- production samples are fully acceptable or conditionally acceptable. Any production of items before pre- production sample acceptance will be at the sole risk of the Contractor.

#### **CERTIFICATE OF COMPLIANCE - COMPONENT MANUFACTURER - DEFINITION**

A Certificate of Compliance is defined as a signed and dated certification by an appropriate official of the component manufacturer (e.g. zipper, hook and loop, webbing, etc.). It must specifically address the adherence of the offered component to the specification or manufacturing data of the technical requirement.

A separate Certificate of Compliance must be provided for each individual product as required in the specifications. The Certificate of Compliance must be dated within six months from date of PPS submission. The Contractor is to note that copies of invoices, purchase orders and Certificate of Compliance for products or components that are not manufactured by the certifier are not suitable for use as a Certificate.

#### **CERTIFICATE OF COMPLIANCE - FABRIC - DEFINITION**

A Certificate of Compliance is a written statement from an appropriate official Fabric Supplier attesting the full compliance of the product to the Contract specification, or portion of the specification, referenced. The Certificate of Compliance must be on official company stationery. It must be dated within six months from date of PPS submission. It must make reference to the applicable specification and have the original signature of the company's designated representative. Canada reserves the right to verify the statements made in the Certificate of Compliance. Full laboratory test results, demonstrating the product's compliance, will be accepted in lieu of a Certificate of Compliance.

#### **7.18 All Risks Property Insurance**

The Contractor must obtain All Risks Property Insurance while the Government Property is under its care, custody, or control, and maintain it in force throughout the duration of the Contract, in an amount of not less than \$3,000,000.00. The Government's Property must be insured on a replacement cost (new) basis.

1. Administration of Claims: The Contractor must notify Canada promptly about any losses or

damages to Government Property and monitor, investigate, and document losses of or damage to ensure that claims are properly made and paid.

2. The All Risks Property Insurance policy must include the following:
  - (a) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority at least thirty (30) days written notice of policy cancellation.
  - (b) Loss Payee: Canada as its interest may appear or as it may direct.
  - (c) Waiver of Subrogation Rights: Contractor's Insurer to waive all rights of subrogation against Canada as represented by the Department of Fisheries and Ocean and PWGSC for any and all loss of or damage to the property however caused.

#### 7.19 Canadian General Standards Board (CGSB) - Standards

A copy of the CGSB Standards referred to in the Contract is available and may be purchased from:

Canadian General Standards Board (CGSB)  
Sales Centre  
L'Esplanade Laurier Building  
140 O'Connor Street  
Tower East, 6th floor  
Ottawa, ON  
K1A 0S5  
Telephone: 1-800-665-2472 (Canada only)  
E-mail: [ncr.cgsb-ongc@pwgsc.gc.ca](mailto:ncr.cgsb-ongc@pwgsc.gc.ca)  
CGSB Website: <https://www.tpsgc-pwgsc.gc.ca/ongc-cgsb/index-eng.html>

#### 7.20 Ethical Apparel

The ethical procurement certification incorporated into the bid solicitation on its closing date is incorporated into, and forms a binding part of the Contract. The Contractor must ensure continuous compliance with the provisions of the ethical procurement certification that was signed during the bidding process throughout the duration of the contract.

The Origin of Work clause incorporated into the bid solicitation on its closing date is incorporated into, and forms a binding part of the Contract. It is the Contractor's responsibility to ensure continuous accuracy with the origin of work information provided with their bid and must immediately inform Canada in writing of any and all changes affecting the information provided under the origin of work clause during the entire contract period. The certification is subject to verification by Canada at any given time during the period of the contract. If the certification is found to be untrue Canada may declare a bid non-responsive or may declare a contractor in default, whether made knowingly or unknowingly during the bid evaluation period or during the contract period. The continuing obligation to maintaining this certification is a material obligation of the Contract.

#### 7.21 Financial Security

1. The Contractor must provide the Contracting Authority with financial security within twenty (20) calendar days after the date of contract award. The financial security must be in the form of a security deposit as defined in clause [E0008C](#) in the amount of \$500,000.00 for the entire contract period, including any extension.
2. If, for any reason, Canada does not receive the security deposit in the amount set out above within the specified period, the Contractor will be in default. Canada may, at its discretion, retain the bid financial security and accept another bid, reject all bids or issue a new bid solicitation.
3. If the security deposit is in the form of government guaranteed bonds with coupons, all coupons that are unmatured at the time the security deposit is provided must be attached to the bonds. The Contractor must provide written instructions concerning the action to be

- taken with respect to coupons that will mature while the bonds are pledged as security, when such coupons are in excess of the security deposit requirement.
4. If the security deposit is in the form of a bill of exchange, Canada will deposit the bill of exchange in an open account in the Consolidated Revenue Fund. Bills of exchange that are deposited to the credit of the Consolidated Revenue Fund will bear simple interest, calculated on the basis of the rates which are in effect during the period the deposit is held. These rates are published monthly by the Department of Finance and are set to be equal to the average yield on 90-day Treasury Bills, less 1/8 of 1 percent. Interest will be paid annually or, when the security deposit is returned to the Contractor, if earlier. The Contractor may, however, request Canada to hold and not cash the bill of exchange, in which case no interest will become payable.
  5. Canada may convert the security deposit to the use of Canada if any circumstance exists which would entitle Canada to terminate the Contract for default, but any such conversion will not constitute termination of the Contract.
  6. When Canada so converts the security deposit:
    - a) the proceeds will be used by Canada to complete the Work according to the conditions of the Contract, to the nearest extent that it is feasible to do so and any balance left will be returned to the Contractor on completion of the warranty period; and
    - b) if Canada enters into a contract to have the Work completed, the Contractor will:
      - i.) be considered to have irrevocably abandoned the Work; and
      - ii.) remain liable for the excess cost of completing the Work if the amount of the security deposit is not sufficient for such purpose. "Excess cost" means any amount over and above the amount of the Contract Price remaining unpaid together with the amount of the security deposit.
  7. If Canada does not convert the security deposit to the use of Canada before completion of the contract period, Canada will return the security deposit to the Contractor within a reasonable time after such date.
  8. If Canada converts the security deposit for reasons other than bankruptcy, the financial security must be reestablished to the level of the amount stated above so that this amount is continued and available until completion of the contract period.

#### **7.21.1. SACC Manual Clauses**

SACC Manual clause [E0008C](#) (2018-06-21) Security Deposit Definition – Contract.

#### **7.22 Liquidated damages**

1. If the Contractor fails to perform Error Free Order Processing services as specified in the Contract, the Contractor agrees to pay to Canada liquidated damages in the amount of ten percent of the Unit Price (Line Item Unit Cost + Firm Line Item Mark-up) for failing to meet the order specifications as set out in the Statement of Work. The total amount of the liquidated damages for Error Free Order Processing services must not exceed ten percent of the contract price.
2. The Contractor must maintain a record of all return forms for the purpose of Error Free Order Processing services.
3. If the Contractor also fails to perform order processing services within the Order Processing Times as set out in the Contract, the Contractor agrees to pay to Canada liquidated damages in the amount of ten percent of each Uniform Item not meeting Order Processing Times as set out in the Statement of Work. The total amount of the liquidated damages for Order Processing Times must not exceed ten percent of the contract price.
4. The Contractor must calculate the liquidated damages for not meeting the Order Processing Times and the standards for Error Free Processing services and include such calculations in a Service Delivery Report that shall be provided to Canada on a quarterly basis.
5. The Contractor must provide to Canada the reports identified in Appendix 4, which the Contractor acknowledges some are necessary in order to calculate the liquidated damages.

6. A credit for the liquidated damages must be applied to the first invoice following the delivery of the Service Delivery Report, as well as the final invoice at the end of the Contract.
7. If the Contractor fails to apply a credit for liquidated damages, or provide a Service Delivery Report, Canada may at any time and at its sole discretion calculate the liquidated damages for failing to meet its obligations for Error Free Order Processing services or Order Processing Times and demand that the proper credits be applied to the following invoice.
8. In addition to the above, Canada will have the right to hold back, drawback, deduct or set off from and against the amounts of any monies owing at any time by Canada to the Contractor, any liquidated damages owing and unpaid under this section.
9. Services provided under the Contract may be subject to liquidated damages for both Error Free Order Processing services and Order Processing Times.
10. Canada and the Contractor agree that the amounts stated above are their best pre-estimate of the loss to Canada in the event of such a failure, and that they are not intended to be, nor are they to be interpreted as, a penalty.
11. Any omission by Canada to enforce this clause regularly or to calculate liquidated damages after the Contractor has failed to do so shall not be construed as a waiver of Canada's rights.
12. Nothing in this section must be interpreted as limiting the rights and remedies which Canada may otherwise have under the Contract or at law.

### **7.23 Dispute Resolution**

The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.

- a) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- b) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- c) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

**Annex “A”**  
**STATEMENT OF WORK (SOW)**  
**FOR**  
**FISHERIES AND OCEANS CANADA**  
**MANAGED CLOTHING SOLUTION (MSC)**  
**FISHERY OFFICERS UNIFORM PROGRAM**

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**1. Scope**

The Conservation and Protection Directorate of Fisheries and Oceans Canada (DFO) is responsible for the Enforcement of the Fisheries Act and associated regulations, and the protection of Canada’s oceans and all its species. The DFO mandate is in line with the Federal Governments’ priority of supporting the fishing industry which contributes to the economy of many communities in Canada.

Though these services are provided to support the governments mandate, The DFO regularly assists and/or partners with other government departments and agencies including other Law Enforcement Units at the domestic and international levels to conduct emergency operations such as assisting in emergency situations (i.e. Massive Flooding and Marine Search and Rescue) or lending support in other enforcement activities.

**1.1 Objective**

DFO’s Managed Clothing Solution (MSC) end result must be the delivery of uniform design, professional services, manufacturing or subcontracting, inventory management and warehousing, order processing and supply including distribution, program data management services, and quality assurance, invoicing, customer services and website monitoring. This is to ensure that Fishery Officers have timely access to the proper clothing and accessories as required by their specific roles and responsibilities within DFO, and is mandatory to properly and safely perform their work.

In support of the Fishery Officer uniform order management function, DFO requires access to the Contractor’s secure, 24 hours, 7 days a week available, web-accessible ordering system with the exception of short term maintenance periods agreed upon in advance by the Contractor and DFO. DFO will not host the ordering website on Government premises, nor support and maintain it with Government employees.

**1.2 Background**

Fishery Officers are often time the face of DFO, and in many isolated communities across Canada to only Federal Government representatives. The DFO carries out its responsibilities with a workforce of approximately (800) employees, including approximately (700) uniformed Fishery Officers provide services at approximately 108 Detachments

**1.3 Terminology**

The following list of definitions and acronyms is relevant to and forms a part of this Statement of Work (SOW). The list is not exhaustive, but rather is intended to ensure clarity of understanding of critical terms used within this SOW.

| Term/Acronym           | Definition   |
|------------------------|--|
| Batch Shipment         | A delivery shipment containing more than one (1) order within the shipment, and all shipments that are scheduled to the same address on the same day.                |
| Bulk Order             | Uniform items typically bought in larger quantities.   |
| Canada Owned Inventory | Items owned by the Government of Canada, either in the form of raw material or as finished product.  |
| C&P                    | Conservation & Protection  |
| DFO Reference Number   | A unique number assigned by the DFO Responsibility Centre Manager for each order placed. This number is utilized for tracking and financial reconciliation purposes. |

|   |   |
|---|---|
| Fishery Officer Uniform Catalogue           | The current collection of Fishery Officer uniform items.  |
| Fishery Officer Uniform Item Specifications | The per-uniform item design and manufacturing requirements identified by DFO with respect to garment labelling, packaging, colour(s), material(s) used, stitching and sewing instructions, and sizing.  |
| Consignee Code                              | A five-character Customer Address Code that is used as a location to which deliveries will be made.   |
| FSA   | Financial Signing Authority   |
| HR  | Human Resources   |
| Incumbent Contractor                        | The outgoing Contractor.  |
| ITP   | Inspection and Test Plan  |
| KPI   | Key Performance Indicators  |
| LIM   | Line Item Mark-up   |
| LIUC  | Line Item Unit Cost   |
| Made-to-Measure                             | Uniform items that are offered in the catalogue, but for which an employee requires a special sizing.   |
| Made-to-Order                               | Items that are produced by the Contractor when an order is placed. They usually require specific identification (e.g. nametags) therefore no inventory is held, or only blank inventory is held for these items.  |
| Manufacturer's Defects                      | Manufacturer's Defects include all items that are not delivered in accordance to the contract and are not accepted and approved by the Project Authority.   |
| Order Processing Times                      | Order processing times will be determined and measured using the time the employee places the order (as recorded in the Contractor's secure On-line Ordering and Management System) to the time the order is received by the shipping entity from the Contractor. |
| PPS   | Pre-production sample. A physical sample of the uniform item to be produced or acquired from a supplier which must be approved prior to manufacturing.  |
| PRI   | Personal Record Identifier  |
| Program Administrators                      | DFO assigned employee for the Fishery Officer Uniform Program   |

|                           |   |
|---------------------------|---|
| Project Authority         | The DFO representative for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract.  |
| RC                        | Responsibility Centre. A five number code that forms part of the DFO financial coding string. One or more responsibility centres is assigned to responsibility centre managers to manage their budgets and from which they authorize payments.  |
| RCM                       | Responsibility Centre Manager. These delegated managers hold financial signing and operational decision-making authority.   |
| Regular Order             | A regular order has no special delivery or size requirements. It is placed normally through the ordering website.   |
| RMA                       | Return Merchandise Authorization  |
| Sealed Sample             | A physical prototype sample for the purpose of demonstrating a uniform item design as reference. Can be used at the pre- contractual phase for Bidders to view.   |
| Service Commencement Date | Service commencement is when Phase 1 Transition-In is fully complete and approved and Phase 2 begins. Phase 2 is referred to as "Service Commencement and Ongoing Managed Clothing Solution services".  |
| SOW                       | Statement of Work   |
| Styling Sample            | A physical prototype sample, composed of desired fabric and style, for the purposes of demonstrating or field testing with employees a new or revised uniform item design. These samples are provided by the Contractor to Conservation and Protection Directorate of Fisheries and Oceans Canada for approval prior to developing a Pre-Production Sample. |
| Successor Contractor      | The new Contractor.   |
| Task Authorization (TA)   | A form used for as and when requested professional services as outlined in the SOW.   |
| Transition-In             | The process of changing service delivery from the Incumbent Contractor to the Successor Contractor.   |
| Transition-in Inventory   | The inventory of Canada-owned uniform items that are shipped to the Successor.  |
| Transition-Out            | The process of the Incumbent Contractor transitioning out of service delivery to the Successor Contractor.  |

|                           |   |
|---------------------------|---|
| Uniform Allocation System | The way that Conservation & Protection manages the uniform entitlement for each Fishery Officer. Entitlements are based on an initial kit allocation (garment options) and then replacement items are issued on a fair wear and tear basis.   |
| Uniform Restricted Items  | Items that bear the Fisheries and Oceans Canada signatures, and the Canada Wordmark, or the heraldic badge. Uniform components classified as a restricted item are subject to a requirement for secure warehousing and destruction or recycling in place of disposal.   |
| User Profile              | Information relating to a DFO team member of the Contractor's On-line Uniform Ordering and Management System, including but not limited to: username, password, identification number, position, location of delivery, responsibility centre manager, uniform allocation, language profile, financial coding and uniform measurements.            |
| Users                     | Fishery Officers and other DFO Employees who are authorized by the Director General of Conservation and Protection Directorate of Fisheries and Oceans Canada to wear a Fishery Officer Uniform.  |
| Virtual Styling Sample    | An electronic sketch or illustrated mock-up of a proposed clothing design showing overall look and fit, for the purposes of demonstrating a new or revised uniform item design, provided by the Contractor to DFO for initial design approval, prior to developing a styling sample. It is often accompany by fabric swatches and colour samples. |
| Work                      | Work as described in the Statement of Work.   |

#### 1.4 Fishery Officer Uniform Allocation System

DFO uses a Fishery Officer uniform allocation system. Refer to Appendix 1 – Fishery Officer National Uniform Program Uniform Allocation System for detailed information.

#### 1.5 Historical Usage Volumes

Uniforms are ordered for Fishery Officer who are required to wear a uniform in the performance of their work at the time of hiring, and to replace the worn out or damaged uniform items when needed. The distribution of uniform items under the existing Fishery Officer Uniform Policy is currently based on an initial issue, and items are then replaced on a fair wear and tear basis upon the confirmation of the need to replace the item by the fishery officer's supervisor.

Regarding the needs of Fishery Officer Recruitment, the DFO currently trains approximately 60 new cadets every twelve (12) months. The start of training varies but usually are delivered in the Fall and Winter. The annual intake numbers for new cadets are typically known in advance and will be communicated to the Contractor to alert them to expected peaks in ordering. However, unexpected urgent requests may still arise.

Besides the customary peak seasonal demand for cold weather uniform items in the fall, the DFO also has a requirement for cold weather uniform items for DFO employees serving in the Arctic, resulting in a demand for cold weather items of uniform throughout the year.

Actual uniform ordering levels are expected to vary with operational requirements. Appendix 7

provides a breakdown of the annual order volumes, per item type and size, for the calendar years 2015 to 2020 inclusive.

## 2. Reference Documents

The following documents provide guidance for the provision of Managed Clothing Solution services.

- *The Official Languages Act*: <http://laws-lois.justice.gc.ca/eng/acts/o-3.01/page-1.html>
- *The Privacy Act*: <http://laws-lois.justice.gc.ca/eng/acts/p-21/page-1.html>
- *Access to Information Act*: <http://laws-lois.justice.gc.ca/eng/acts/A-1/page-1.html>
- *The Policy on Privacy Protection*:  
[http://www.tbssct.gc.ca/Pubs\\_pol/gospubs/TBM\\_128/CHAP1\\_1-2\\_e.asp](http://www.tbssct.gc.ca/Pubs_pol/gospubs/TBM_128/CHAP1_1-2_e.asp)
- *The Personal Information Protection and Electronic Documents Act*: <http://laws-lois.justice.gc.ca/eng/acts/P-8.6/page-1.html>
- *Treasury Board of Canada Secretariat Standard on Web Accessibility*: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=23601>
- *Policy on Access to Information*: [http://www.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_121/CHAP1\\_1\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_121/CHAP1_1_e.asp)
- *Policy on Management of Information Technology*: [http://www.tbs-sct.gc.ca/pubs\\_pol/ciopubs/TB\\_IT/pmit-pgti\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/TB_IT/pmit-pgti_e.asp)
- *Communications Policy of the Government of Canada*: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>
- *Policy to Restrict the Procurement and Use of Single-Use Plastics*: <https://intranet.ent.dfo-mpo.ca/rpem/en/node/1230>

## 3. Requirements

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

- a) Design and Engineering Services;
- b) Manufacturing Services;
- c) Quality Assurance Processes;
- d) Warehousing and Inventory Management;
- e) Order Processing and Fulfillment;
- f) Orders Returns;
- g) On-line Uniform Ordering and Management System;
- h) Reporting and Key Performance Indicators (KPI);
- i) Client Support Services;
- j) Product Recall;
- k) As and when requested services via a Task Authorization (e.g. training support, secure recycling or disposal of uniform items, modifications to ordering processes and/or system etc.)

## 4. Scope of work

Work under the SOW must be conducted in accordance with the following “phases”:

- Phase 1: Transition-In;
- Phase 2: Service Commencement and On-going Provision of Managed Clothing Solution services;
- Phase 3: Transition-Out.

Refer to Appendix 3 – Transition In Phase /On Going Uniform Supply and Management and Transition Out Phase for full details on these phases.

The Contractor must perform the following tasks and provide the following services during phases 2 and 3 of the Contract:

#### **4.1 Design and Engineering Services**

Design and Engineering services are required during all phases of the Contract, on an as and when requested basis, and will be completed through a Task Authorisation as stated in Section 7.2 of the Resulting contract Clauses.

- 4.1.1 The Contractor must provide a Clothing Designer and Textile Expert as defined in Appendix 5, Professional Services Classification to work with DFO on an as and when requested basis on any issues relating to clothing design and textile suitability, to facilitate the manufacturing and design requirements of the Uniform Program, and to make recommendations on clothing design and product improvement (e.g. textile analysis, supply of textiles, custom embroidery, research products, etc.);
- 4.1.2 The Contractor must design and engineer uniform item styles or design solutions in response to occasional user problems and/or new requirements in accordance with the DFO on-going requirements (e.g. fabric, durability, color, style and DFO identification);
- 4.1.3 The Contractor must, on an as and when requested basis, provide advice and recommendations on the appropriate procedure to be undertaken to provide uniform component items that meet the needs of individuals with special clothing requirements (i.e. alternative fabrics for individuals with allergies to a type of fabric or fabric dye, special sizing for medical reasons such as mastectomy, or to accommodate an insulin pump, etc.).
- 4.1.4 The Contractor must, on an as and when requested basis, develop or revise designs, patterns, processes, or detailed specifications for the uniform items included in the Fishery Officer Uniform Catalogue.
- 4.1.5 For any proposed new design or modification to existing uniform items, in order to first achieve initial approval to proceed with the development of a styling sample, the Contractor must submit the following to the Project Authority within fifteen (15) business days of receiving such a request (i.e. new item development or re-design) for signing approval by the Project Authority:
- i. Virtual Styling Sample to demonstrate proposed fit and styling of the item, accompany by fabric swatches and colour samples of the proposed construction material when requested by DFO.
  - ii. The Project Authority will provide comments, recommendations or approval in regards to each Virtual Styling Sample within thirty (30) business days after receipt of the Contractor's proposed Virtual Styling Sample and fabric swatches and colour.
- 4.1.5.1 Once the Virtual Styling Sample for an item has been approved, the Contractor must submit to the Project Authority, within thirty (30) business days of receiving approval of the Virtual Styling Sample, Styling Samples to fully demonstrate styling, fabric and construction for any proposed new or MODIFICATION to uniform components to

demonstrate any change in material, specification, or manufacturing systems of the current garments.

4.1.5.2 The Project Authority will provide comments, recommendations and approval in regards to each Styling Samples lot within thirty (30) business days after receipt, and the Contractor must incorporate any comments and recommendations into further Styling Samples, or Pre-Production Samples as DFO may request.

4.1.5.3 The Contractor must submit the following with each Styling Sample:

- i. A copy of all test data and any other documentation which demonstrates that the requirements of uniform manufacturing are met as per section 4.3 below, including, but not limited to, detailed garment specifications and patterns; and
- ii. A sample tag that clearly indicates the garment number, garment specification, garment name and revision date.

4.1.5.4 The Contractor must secure approval from the DFO Project Authority for each Styling Sample or modification to a garment before proceeding to pattern development and Pre-Production Sample.

4.1.5.5 Following approval of a Styling Sample by DFO, the Contractor must proceed with pattern development within thirty (30) days, and grading to develop the full range of sizes for dimensional charts. All patterns and grading are to be submitted once completed to form part of the Styling Sample and the detailed design specification for that particular uniform item.

4.1.5.6 Once a Styling Sample is approved by DFO (written approval is required) the Uniform Specifications are finalized and DFO reserves the right to reject any garments not conforming to signed-off Uniform Specification, and the Contractor is fully responsible to comply with the DFO approved modified requirement.

4.1.5.7 The Contractor must configure and maintain control of up to date patterns and markers, both manually and electronically.

4.1.5.8 The Contractor must create/update Fishery Officer Uniform Specifications based on DFO's acceptance and approval of any newly designed (or redesigned) uniform item or fabric/design requirements. The Fishery Officer Uniform Specification must be provided to the Project Authority (free of all Contractor labels, branding, industry brand names (i.e. Velcro, Zipper, Gore-Tex, etc.), and identification markings) in English within twenty (20) business days of DFO price approval of the newly designed or modified item.

## **4.2 Manufacturing services**

4.2.1 The Contractor must have manufactured uniform items in accordance with the defined requirements within the Fishery Officer Uniform Specifications (see Annex C – Fishery Officer Uniform Specifications).

4.2.2 DFO reserves the right, from time to time, to add or remove items from the catalogue, as further described in Appendix 3 – Transition In Phase /On Going Uniform Supply and Management and Transition Out Phase.

4.2.3 The Contractor must monitor, on a semi-annual basis, the quantities of uniform items ordered that fall outside the range(s) of standard sizing (i.e. custom orders), and adjust its standard sizing charts to include sizes with an order frequency of 5% or more that fall outside of the existing sizing chart ranges.

4.2.4 The Contractor must employ uniform and consistent sizing procedures, based on Canadian

industry standards, across its uniform components (e.g. all female pants are required to be the same sizing standard) to facilitate correct ordering by employee and reduce the number of product returns due to poor or inconsistent fit from one style to the next.

- 4.2.5 The Contractor must ensure that uniform items are labelled in accordance with the Canadian General Standards Board (CGSB) standard and in accordance with any special instructions, as detailed within a given garment specification, as included in Fishery Officer Uniform Specifications. (Refer to Annex C Fishery Officer Uniform Specifications)
- 4.2.6 The Contractor must ensure it has a process in place to facilitate Made-to-Order and Made-to-Measure Orders.
- 4.2.7 The Contractor must configure and maintain control of up to date patterns and markers, both manually and electronically.
- 4.2.8 All manufactured garments, must meet or exceed the approved Pre-Production Sample for that type of uniform component.

### **4.3 Quality Assurance Processes**

#### **4.3.1 Quality Assurance**

The Contractor must ensure that each uniform item shipped by the Contractor to DFO employees complies with the quality standards and requirements defined within the most current version of the Fishery Officers Uniform Specifications (Annex C), including quality assurance activities related to the overall finished product prior to shipment;

#### **4.3.2 Inspection and Test Plan (ITP)**

The Contractor must develop and implement an Inspection and Test Plan (ITP) for each uniform component item, defining the complete manufacturing cycle, the process controls in place at each stage, the location and method of verification within the manufacturing process, the acceptance criteria and the kind of records created. The information will be made available upon DFO request and within five (5) business days of the request.

#### **4.3.3 Fabric Testing**

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

#### **4.3.4 DFO may make requests for specific tests to be performed. The detailed uniform item specifications and situations below will define the tests to be performed.**

##### **4.3.4.1 Wear and Field Testing:**

The Contractor must conduct garment wear and field testing processes, as and when requested by DFO. This may include, but is not limited to:

- i. developing wear/field test survey(s),
- ii. maintaining wear/field tester lists,
- iii. randomly selecting wear/field test participants in various regions based on selection criteria provided by the DFO and recommendations offered by the Contractor,
- iv. compiling the surveys returned by the employee, and generating reports which indicate client feedback.

##### **4.3.4.2 Fit Testing:**

The Contractor must conduct fit tests on live models to verify the fit, ease, appearance and drape of the garments, and to verify that the measurement charts for uniform items provided by

the Contractor are correct, when a new item is developed or as and when requested by DFO.

The sizes to be fit tested must include median, and both extremes of the normal size range for each garment. Fitting is to be based on one sizing system, consistent with Canadian industry standards. Fit testing of other sizes will be at the Contractor's discretion.

4.3.4.3 Lot by Lot Testing:

The Contractor must have in place controls to ensure that lot-to-lot variations in colour does not occur.

4.3.4.4 Traceability of Materials:

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

4.3.5 Shipping of Uniform Items:

The Contractor must ensure quality assurance activities related to the timeliness and accuracy of orders. This includes invoicing each responsibility centre manager for orders and shipping cost, and processing direct deposit payment.

**4.4 Warehousing and Inventory Management**

4.4.1 The Contractor must ensure that all Fishery Officers uniform item inventory is warehoused in a secure facility with restricted access.

4.4.2 All uniform items, while being stored or shipped, are to be safeguarded against theft or loss and kept clean and unwrinkled in a climate-controlled environment that will ensure the items are not subject to water, dampness, fire, chemicals, excessive heat or cold, soiling, stagnant air, odours, insects and pests, damage or alteration. DFO will not be held liable for any shipments received that contains any of the above mentioned damages or for any uniform items that are not in accordance with the Contract.

4.4.3 For any items returned as damaged and not suitable for resale, or discontinued by DFO, where the items belong to the category of Uniform Restricted Items (i.e. they contain the DFO signature, the Canada Wordmark, or heraldic crest which are designated as a restricted item by the Project Authority), the Contractor must destroy/recycle the items, upon authorization by DFO and must provide the Project Authority a certification of secure destruction, upon completion.

4.4.4 The Contractor must at all times maintain a level of inventory in order to supply DFO employees with required uniform items within the stipulated Order Processing Times (refer to the Order Processing Timetable in section 7.2). DFO will not be held financially liable for any excess inventories unless DFO agrees, in writing, in advance to a large or bulk purchase for the purposes of obtaining a volume discount on a given item or items. The Contractor must provide and maintain an inventory tracking system to record placed orders, track inventory, review and report on consumption of inventory, monitor costs, and produce reports on any combination of these activities. This system must not contain proprietary rights that would prevent the electronic transfer of information to DFO.

4.4.5 The Contractor is to maintain accurate and up to date records to provide DFO, upon request, any of the following:

- i. Evidence documenting delivery of garment(s) to its final destination;
- ii. Shipping status and location of shipment while in transit;
- iii. Inventory status;
- iv. Review of consumption;
- v. Costs monitoring; and
- vi. Any forecasting and planning data required to fulfill orders.

4.4.5.1 The Contractor must have a system in place with the capability of distinguishing between Canada-Owned Inventory and Contractor-Owned Inventory. The contractor must sell or use Canada-Owned Inventory as a priority before selling Contractor-Owned Inventory, when both are in stock.

#### **4.5 Order Processing and Fulfilment**

4.5.1 The Contractor must provide the means that valid orders can be placed by DFO employees using an on-line, electronic format, via the Contractor's secure On-line Uniform Ordering and Management System.

4.5.2 The Contractor must have the proper mechanisms in place to process orders, product returns, and exchanges.

4.5.3 The Contractor must provide the means such that Bulk Orders can be placed by DFO's RCM.

4.5.4 The system must allow for an initial allocation for existing Fishery Officers, as well as the establishment of an initial allotment (referred to as an initial kit) for new hires.-Refer to Appendix 1 – Fishery Officer National Uniform Program Uniform Allocation System.

4.5.5 The contractor must develop and maintain its secure Database Management and On- line Ordering System in both of Canada's official languages, in accordance with the *Official Languages Act*.

4.5.6 The Contractor must arrange for delivery of ordered uniform items from the Contractor's distribution warehouse(s) to the shipping address related to each order placed by a DFO employee. (Refer to Appendix 6 Consignee Codes list).

4.5.7 To assist with processing Batch Shipments, a schedule will be developed and confirmed between DFO and the Contractor. For example, orders shipped in bulk to DFO locations can be on Mondays, Wednesday and Fridays.

4.5.8 The Contractor must ship all orders in accordance with the shipping methods outlined in the Contract under the General Terms and Conditions for shipping methods.

4.5.9 The Contractor must ensure that each order within a Batch Shipment is packaged in separate packaging with the packing slips related to each separate order within each package to facilitate order distribution at the destination. Batch Shipments must also provide a batch packing slip that provides a summary of the contents of each of the individual orders.

4.5.9.1 All packaging materials must be environmentally-friendly.

4.5.9.2 Where practical, a shipping package may contain multiple orders for a single team member. For clarity, if a team member places three separate orders on the Contractor's On-line ordering system on the same day, the three orders may be placed in the same shipping package.

4.5.9.3 The Contractor must ensure the packing methods and environmentally- friendly shipping package used are durable and not easily damaged during the shipping process.

#### **4.6 Order Returns**

4.6.1 The Contractor must retain all records of returned items for the duration of the Contract, and report on them to DFO as detailed in Appendix 4 – Reports and Key Performance Indicators. The process implemented by the Contractor must ensure accurate documentation of the time and date on which the Contractor received the returned item(s). Shipping of returned items must be measured in accordance with the Order Processing Times for Return Orders, as set out in section 7.2.

4.6.2 The Contractor must replace all items returned by DFO employees due to manufacturer defect or

delivery of incorrect size/item (error made by the Contractor) (regardless of the age of the garment as long as it has not been altered, embroidered, washed, dry cleaned or worn) at the Contractor's cost, including shipping costs.

- 4.6.3 The Contractor must replace all items returned by DFO employees due to an incorrect size/item (error made by the employee) at DFO's cost, as long as the item has not been altered, embroidered, washed, dry cleaned or worn, and within three months of reception of the items by the DFO employee. Should it be more than three months since the employee received the items, the DFO Program Administrators will need to pre-approve the return.
- 4.6.4 In order to initiate the returns/exchange process, the DFO employee must communicate with the Contractor's Customer Support Service (by phone, email or through the ordering website) to receive return authorization instructions.
- 4.6.5 The returns policy and instructions, including a Return Order Form, must be included in every order made by a DFO employee. The Return Order form must accompany any return/exchange made by a DFO employee.
- 4.6.6 In the event that a returned item cannot be replaced with a like garment (e.g. a discontinued item available only in limited sizes in returned because of defect or poorfit), or where there is no request for replacement, the Contractor must refund DFO.

#### **4.7 On-line Uniform Ordering and Management System**

Refer to Appendix 2 –On-line Uniform Ordering and Database Management System for detailed requirements for full requirements and details.

#### **4.8 Reporting and Key Performance Indicators (KPI)**

Refer to Appendix 4 – Reports and Key Performance Indicators for full requirements and details.

#### **4.9 Customer Support Services**

- 4.9.1 The Contractor must provide assistance to DFO, in the form of customer service, to efficiently use the Contractor's On-line Uniform Ordering and Database Management System.
- 4.9.2 The Contractor must respond to queries and questions from DFO employees within the time frames and within the context as outlined in section 7.1 below.
- 4.9.3 The Contractor must establish and implement a method to facilitate queries/questions to the Contractor from DFO Employees. Such customer support processes must include:
  - i. Email;
  - ii. On-line support (live chat); and
  - iii. Telephone-based support.
- 4.9.3.1 Email / On-line Customer Support:
  - i. For each query or question submitted by a DFO employee to the Contractor (via either a specifically designated email address or via live chat within the On-line Uniform Ordering and Database Management System), the Contractor must ensure that a receipt acknowledgment email is sent back to the originator according to the timeframes established within section 7.1, which addresses Performance and Service Standards.
  - ii. At a minimum, such acknowledgment email must containing the following information:
    - Acknowledgement of receipt of the query;
    - A client number assigned to the query to be used for response tracking purposes;
    - An estimated timeframe within which the Contractor must respond to the query/question; and,
    - Contact information for additional information, questions or concerns.
    - The initial acknowledgement email may be in a bilingual format, whereas the subsequent

response must be in the Official Language in which the query was submitted.

4.9.3.2 Live Chat Customer Support Services:

The Contractor may provide live chat support services for DFO employees to ask questions or request information;

- The live chat function must be available on the On-Line Uniform Ordering and Database Management System;
- The live chat support services must have web analytics capabilities for reporting;
- At a minimum, the live chat support services must be available for use during Core Business hours as specified in section 7.1;
- Answer to live chat queries must be initiated under one minute

4.9.3.3 Telephone-Based Client Support Service System:

The Contractor must provide a toll-free Customer Support Help-line telephone service in support of the Fishery Officer Uniform Program in both Official Languages.

- i. At a minimum, the Customer Support Help-line must be available for use during Core Business Hours as specified in section 7.1;
- ii. Core Business Hours: Telephone queries/questions must be answered by, either a Customer Service Representative or an answering machine to take a message. Telephone messages must be collected, addressed and responded to by the Contractor according to the timeframes established within section 7.1, which addresses Performance and Service Standards.
- iii. After Business Hours: Outside of the Customer Support Help-line service hours (8:00 a.m. to 8:00 p.m. ET), the Contractor must provide a telephone messaging service in both Official Languages to record telephone messages received by the Contractor. Telephone messages must be collected, addressed and responded to by the Contractor according to the timeframes established within section 7.1, which addresses Performance and Service Standards.
- iv. All responses to queries/questions must be in the preferred Official Language of the caller.

4.9.4 Return Services:

4.9.4.1 The Contractor must develop and implement a formal Returns process to allow DFO employees to return any uniform items found to be damaged, defective or shipped in error back to the Contractor. In order to facilitate this process, the Contractor must make available to all DFO employees, a Returns Instruction Guide, which must include a Returns Form, via its On-line Ordering and Management System.

4.9.4.2 Return Instructions Guide: A user guide detailing the steps required of the DFO employee to return a Uniform Item to the Contractor (i.e. initiate a Return Merchandise Authorization process).

4.9.4.3 The Returns Order Form must be developed by the Contractor in both Official Languages to facilitate the return process and must allow for the DFO employee to clearly delineate one of the following reasons (justifications) for returning uniform items:

- Improper size sent by Contractor - Item size ordered does not match item delivered.
- Incorrect item sent by Contractor - Item sent did not match the catalogue number ordered.
- Manufacturer defect

- Other (To be jointly defined by the DFO Project Authority and the Contractor).

4.9.4.4 Return Service Labels: The Contractor must ensure that, at no additional cost to DFO, all returns that are a result of Contractor error, are sent using a shipping method, which includes a tracking number. In order to fulfill this requirement, the Contractor may choose to provide DFO with pre-paid Return Service Labels (which include a tracking number) in a sufficient quantity to facilitate returns, to be replenished as requested by DFO. The Contractor may choose an alternative method to the above-suggested option to fulfill this requirement.

#### 4.10 Product Recalls

If a uniform item falls under a product recall, the Contractor must inform the DFO Project Authority as soon as the Contractor is made aware, and must communicate with the DFO employee who have ordered the item in question and make the necessary arrangements to recall the item. Refer to Appendix 2 –On-line Uniform Ordering and Database Management System for detailed information.

#### 4.11 Task Authorization Process

In addition to the provision of implementation, operation, support and maintenance services in support of the delivery of Managed Clothing Solution services to DFO, the Contractor must provide any combination of the following “as-and-when requested” Professional Services when requested to do so by DFO by means of the issuance of a Task Authorization Form.

##### 4.11.1 Training Services

The Contractor must provide on-site and/or remote (via webinar for example) training services. It is anticipated that topics may include but not limited to:

- Creating and updating an employee’s profile within the On-line Uniform Ordering and Database Management System;
- Using the On-line Uniform Ordering and Database Management System to order uniform items and how to accurately self-measure for proper uniform sizing; and
- Methods for initiating customer service and for proper return of a uniform item.

##### 4.11.2 System Modifications

The Contractor must provide qualified technical services to support administration, adaptation, maintenance or modification to the Contractor’s On-line Uniform Ordering and Database Management System (e.g. modifications to the ordering process and/or system interfaces to align with changes to internal Fishery Officers uniform program business requirements or to align to industry standard service offerings).

##### 4.11.3 Secure Destruction

All uniform items that are to be disposed of belonging to the category of Uniform Restricted Items cannot simply be discarded, donated or otherwise disposed.

- 4.11.3.1 For DFO owned inventory (branded and Uniform Restricted Items), the Contractor must provide upon DFO’s request, secure recycling/disposal services, that are approved by DFO (and comply with the Federal Identity Program and Directive on the Disposal of Surplus Material), which may be held by the Contractor and/or DFO employees and any items shipped back by a DFO employee to the Contractor expressly for this purpose (such as a collection of discontinued, worn or unwearable items).
- 4.11.3.2 Whenever practical the Contractor shall perform periodic bulk destruction rather than per item destruction.
- 4.11.3.3 The Contractor must provide DFO, for both DFO owned and Contractor

owned inventory, with a Certificate of Destruction to confirm completion and provide an appropriate audit trail for any such authorized destruction of Uniform Restricted Items during the Contract.

#### 4.11.4 Tailoring Services

The Contractor must provide qualified services to make repairs or alter clothing professionally (e.g. rebranding) on an as and when requested basis and in accordance with the Basis of Payment.

#### 4.11.5 Design and Engineering Services

The Contractor must provide Design and Engineering Services on an as and when requested basis for the redesign or new development of uniform items as outlined in section 4.1 of the SOW.

### 5 Deliverables

The Contractor must submit to the DFO Project Authority all deliverables/services as specified in each Project Phase. See Appendix 3 - Transition In Phase / On Going Uniform Supply and Management and Transition Out Phase.

#### 5.1 Milestones and Dates

DFO requires the commencement of uniform ordering and supply services no later than 180 calendar days (Service Commencement Date) after contract award.

#### 5.2 Reporting and Communication

In addition to the timely submission of all deliverables and fulfilment of obligations specified within the Contract, the Contractor must facilitate and maintain regular communication with the DFO Project Authority.

Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the work is progressing well and in accordance with expectations. Communication may include, but is not limited to, phone calls, electronic mail, mailings, and weekly meetings.

Additionally, the Contractor must immediately notify DFO of any issues, problems, or areas of concern in relation to any work completed under the Contract, as they arise.

The Contractor will provide a dedicated representative to work with DFO throughout the life of this contract.

##### 5.2.1 Surveys

- a) In consultation with the DFO Project Authority, the Contractor must develop and administer client feedback surveys. Survey topics may include but are not limited to: satisfaction with the uniform items, delivery timeframes, usability of the system etc. Surveys will be made available via the same interface as the Contractor's On-line Uniform Ordering and Database Management System and be conducted approximately once per year or upon request within special circumstances where information is required.
- b) The Contractor must be responsible for:
  - i. Administering the client feedback surveys;
  - ii. Collecting and analyzing the responses within the completed surveys; and
  - iii. Providing the DFO Project Authority with accurate and detailed results of the surveys.
- c) Based on the information collected and received from the completed client feedback surveys, the Contractor may be required by DFO to complete modifications / improvements to the Fishery Officers Uniform Program's system, processes, forms,

and/or uniform items (if necessary) to the satisfaction of the DFO Project Authority.

## 5.2.2 Meetings

- 5.2.2.1 The Contractor must attend weekly meetings, via teleconference, with the Project Authority to discuss day-to-day operations of the Contractor's service delivery to DFO, as well as review forecasts of DFO's ongoing requirements for its Managed Clothing Solution.
- 5.2.2.1.1 Weekly Meeting Agenda: As captured in the Action Item Report (also referred to as the Task List) as detailed in Appendix 4 – Reports and Key Performance Indicators.
- 5.2.2.1.2 Meeting Minutes: The Contractor must update the agenda on a weekly basis as per the previous week's discussion and decisions, and with any new items requested by DFO.
- 5.2.2.2 Face-to-face meetings will take place at DFO facilities in the National Capital Region (NCR) on a quarterly basis at the discretion of the DFO Project Authority.
- 5.2.2.2.1 Face-to-face Meeting Agendas: The Contractor must prepare agendas (in the language agreed upon) in consultation with the Project Authority and distribute the agenda for receipt at least one (1) week prior to a scheduled meeting.
- 5.2.2.2.2 Meeting Minutes: The Contractor must record and distribute, in the official language agreed upon, the minutes from all meetings within two (2) weeks of the meeting to the Project Authority. Meeting minutes must include but are not be limited to a summary of all action items and decisions. The minutes will be used only as a record of proceedings.
- 5.2.2.3 The Contractor must confirm meeting attendance with the DFO Project Authority.

## 6 Constraints

### 6.1 Uniform Restricted Items

Any uniform components that contain the DFO signature, the Canada Wordmark, or the heraldic badge are deemed to be Uniform Restricted Items. Therefore these items must be stored in a facility with proper access controls in place to properly safeguard them. Inventory controls must be in place to accurately track their location at all times, and commensurate care must be used when shipping these items to DFO employees authorized to receive them.

Further, any uniform items including Uniform Restricted Items which have been either: one (1) returned as damaged; or two (2) correspond to Uniform designs which have been discontinued by the DFO must be properly destroyed in a manner acceptable to the Project Authority rather than simply disposed of by the Contractor.

## 7 Performance and Service Standards

### 7.1 Customer Support Availability

- a) The Contractor must provide the following access and availability to DFO employees:

| Support Hours of Access |  |                    |
|-------------------------|--|--------------------|
| Access Periods          | Days   | Hours              |
| Core Hours              | Monday to Friday<br>(excluding statutory holidays) | 08:00 to 20:00 EST |
| After Hours             | Monday to Sunday                                   | 20:01 to 07:59 EST |
|                         | Saturday and Sunday                                | 00:01- 24:00 EST   |
|                         | Statutory Holidays                                 | 00:01- 24:00 EST   |

- b) The Contractor must provide the following methods and timeframes for contacting the Contractor's Customer Support Services.

| Support Service |               |   |
|-----------------|---------------|---|
| Access Periods  | Access Method | Response  |
| Core Hours      | Phone Access  | Initial call answered by a live operator or voice mail. Follow-up within one (1) business day, if required.   |
|                 | E-mail Access | Automated first response within two (2) hours of receipt of the query, follow-up within one (1) business day. |
|                 | Live Chat     | Live response within one minute.  |
| After Hours     | Phone Access  | Initial call answered by voice mail. Follow-up within next business day.                                      |
|                 | E-mail Access | Automated first response within two (2) hours of receipt of the query, follow-up within next business day     |
|                 | Live Chat     | No live chat after core business hours.   |

## 7.2 Order Delivery

- a) In the provision of Managed Clothing Solution services to DFO, the Contractor must adhere to DFO's required order processing service level(s), as described below:
- i. Error Free Order Processing: Each shipment is accurately packed and shipped according to the details in the order that was placed (i.e. the items ordered matches the size and quantity specified as well as the proper item itself and the correct shipping address, etc.). The uniform items are free of Manufacturer's Defects such as, but not limited to, improperly closed seams, holes, and faulty zippers, etc.
  - ii. On-Time Order Processing: Each item ordered is processed and shipped with a Contractor tracking number and within the Order Processing Times outlined in the table below. Order Processing Times will be determined and measured using the time the DFO employee places the order (as recorded in the Contractor's On-line Ordering and Management System), to the time the order is received by the shipping entity from the Contractor.
  - iii. For Returns, the Order Processing Time will be determined and measured using the time the Contractor receives the returned items from the client, to the time the replacement item is packaged and provided to the shipping entity by the Contractor.
  - iv. Order Processing Timetable

| Order Type         | Maximum Acceptable Order Processing Time |
|--------------------|--|
| Regular or Initial | Five (5) Business Days                   |
| Bulk               | Ten (10) Business Days                   |

|                     |  |
|---------------------|--|
| Exchanges / Returns | Five (5) Business Days within receiving the returned item              |
| Made-to-Measure     | Ten (10) weeks   |
| Made-to-Order       | Eight (8) weeks (except for name tags which is five (5) business days) |

### 7.3 Administrative Processing Timetable

| Administrative Item  | Maximum Acceptable Processing Time upon request by C&P   |
|--|--|
| Inspection and Test Plan (ITP)   | Five (5) business days   |
| Virtual Styling Samples and Fabric swatches and colour samples for new item development or re-design of existing items | Fifteen (15) business ds   |
| Styling Samples for new item development or re-design of existing items  | Thirty (30) business days  |
| Fishery Officer Uniform Specifications for new item development or re- design of existing items                        | Thirty (30) business days  |
| Commencement of uniform ordering and supply services   | One hundred and eighty (180) calendar days after contract award.   |
| Access to Contractors On-line Ordering System  | 24 hours, Seven (7) days a week.   |
| Reports and Key Performance Indicators   | As indicated in Appendix 4 – Reports and Key Performance Indicators.   |
| Weekly Meetings  | Day and time to be agreed upon between DFO and the Contractor.   |
| Task List  | One day prior to weekly meeting.   |
| Face to Face Meetings  | Every 3 to 4 months at the Contractors facility. Date and time to be agreed upon between DFO and the Contractor. |
| Face to Face Meeting Agendas   | One week prior to meeting date   |
| Face to Face Meeting Minutes   | Within two (2) weeks of the face to face meeting   |

### 8 Government Support

As required for the completion of Work in this Contract, DFO will provide the following, at their sole discretion:

- Access to Canada's facilities and the DFO Project Authority as required for the successful completion of the Work identified in this Contract;
- Access to relevant documentation and reference materials to which the Contractor would not otherwise have access, including any necessary documentation related to the Uniform Program;
- Provide guidance and clarification to the Contractor regarding DFO's Fishery Officer Uniform

Program policies and procedures;

- Review of reports and other submitted deliverables, as required, and the provision of comments and suggested revisions, in a timely manner;
- Other assistance and support as appropriate.

## **9 Language of Work**

The Contractor must ensure that all verbal and written progress reports and other communication with DFO are done in one of Canada's official languages specified by the Project Authority.

The Contractor must communicate effectively with DFO employee in the Official Language preference expressed (French and English), including:

- Email and other written correspondences with the Contractor's Customer Support Service;
- Phone-based correspondences with Contractor's Customer Support Services;

The Contractor must provide any requested training support in both English and French.

The Contractor's On-line Uniform Ordering and Management System must comply with Canada's obligations under the *Official Languages Act*, by providing all website and system user interfaces in both Official Languages of Canada, English and French.

## **10 Travel Requirements**

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

**APPENDIX 1**  
**FISHERY OFFICER NATIONAL UNIFORM PROGRAM**  
**UNIFORM ALLOCATION SYSTEM**

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- 1. Fishery Officer Uniform Allocation System
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  - 2.2 Allocation Matrix (guiding document)
  - 2.3 Deactivation / Reactivation

## **1. Fishery Officer Uniform Allocation System**

The Fishery Officer Allocation system issues an initial uniform to all fishery officers, followed by replacing uniform items when required on a fair wear and tear basis. Only Fishery Officers or DFO Employees who are designated as a Fishery Officer can wear a Fishery Officer Uniform.

The system is comprised of Five Main Allocation groups as follow;

- Fishery Officers
- Field /Detachment Supervisors
- Area, Regional & National Chiefs
- Directors
- Director General.

Main Allocations have been pre-determined using information in the Human Resources PeopleSoft dataset downloads. Only Fishery Officers or DFO Employees who are designated as a Fishery Officer can wear a Fishery Officer uniform.

Data imported from the DFO human resources (PeopleSoft) database is transferred to the Contractor on a weekly basis for the Contractor to update the On-line Uniform Ordering and Database Management System with DFO information. Certain fields in a user's profile can be over-riden by a RCM and locked against future updates by the human resource dataset downloads.

The RCM will grant Fishery Officers and DFO employees who are approved to wear a fishery officer uniform authority to place uniform orders by assigning a profile on the On-line Uniform Ordering and Database Management System. The RCM will also receive invoices and authorize payment. Payment is currently made by direct deposit only.

## **2. Initial Kit and Allocation System**

New Fishery Officer will receive an initial Uniform allocation called an initial kit.–Fishery Officer-who are already in the field when a new provider is secured will be issued new Operational Uniform items to replace the ones from the old uniform provider.

### **Issuing new Operational Uniform Items**

Fishery Officers who are already in the field at the time a new uniform provider is secured, will have the opportunity to order new uniform items, starting off with operational pants and new shirts as a priority replacement items. The remaining items will be issued when as per the wear and tear process after approval of supervisor and or when they become available by the contractor.

### **2.1 Relation between Human Resource Data and Allocation**

DFO will provide job position descriptions of those entitled to uniforms. The RCM may modify the list as required.

If a user has a change in allocation for whatever reason, the RCM will approve any additional uniform requirements for the period between the change and new annual allocation.

### **2.2 Allocation Matrix (guiding document)**

The items and quantities available for each Main Allocation are in accordance with the Fishery Officer Uniform Policy Appendix 8 and will form the initial Allocation Matrix. The Allocation Matrix must be updated by the Contractor when new items are added to the system, and/or when a modification to the allocations occurs. If DFO wishes to modify the matrix, they must contact the Contractor with a change request. This document is used to program/code the online allocation system.

### **2.3 Deactivation / Reactivation**

If a DFO employee who is known to be returning to a Fisher Officer position, their previously issued uniform items will be kept by the fishery officer or their supervisor and will not generally need to be replaced. Otherwise the supervisor of this Fishery Officer will determine the required uniform need for any returning Fishery Officer.

## APPENDIX 2

### ON-LINE UNIFORM ORDERING AND DATABASE MANAGEMENT SYSTEM

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## 1. System Requirements

The following describes, in general terms, the requirements of the On-line Uniform Ordering and Database Management System.

- a) The Contractor must maintain and provide a customized secure On-line Uniform Ordering and Database Management System, which is subject to review and approval by the DFO Project Authority;
- b) The Contractor must provide on-line storefront functionality (via a secure On-line Uniform Ordering and Database Management System) on a Contractor-hosted Internet site. DFO will not host the ordering website on its network;
- c) The Contractor must develop, manage and administer the secure On-line Uniform Ordering and Database Management System, and process all orders placed by Fishery Officers via the ordering website. The on-line system must include the full Fishery Officer Uniform Catalogue with images and related information for each uniform item;
- d) The Contractor's secure On-line Uniform Ordering and Database Management System must be available, 24 hours a day, 7 days a week with the exception of short maintenance periods agreed upon in advance by the Contractor and the DFO Project Authority;
  - i. Scheduled maintenance activities related to system functionality (i.e. patches, upgrades, and fixes, etc.) must be scheduled, as much as possible, outside of the Core Hours of usage (as identified in section 7.1 of the Statement of Work), or otherwise be undetectable to the system users. There must be minimal impact to DFO and its Fishery Officer;
  - ii. Emergency maintenance related to a security or service impacting issue must be addressed, fixed and the DFO Project Authority must be notified as soon as possible;
  - iii. In the event of a failure, the system must be recovered to its prior operational state within 24 hours (to be completed on a weekday, with the exception of statutory holidays). In the event of a disaster, the system must be reconstituted to its prior operational state with the last transactions recorded in its database;
- e) The Contractor must provide a secure, online, bilingual ordering system with English and French Interfaces for Fishery Officers to place orders;
- f) The Contractor's secure On-line Uniform Ordering and Database Management System must be compatible to allow access from a computer on the DFO network and align with the Government of Canada information management policies including web accessibility;
- g) Access to the Contractor's secure On-line Uniform Ordering and Database Management System must be restricted to Fishery Officers and authorized DFO employees only, and must require a unique username and password for each user profile. The username and password for each user must be able to be recovered/re-set by the Contractor, or an authorized DFO Program Administrator;
- h) The Contractor's On-line Uniform Ordering and Database Management System must recognize the different roles of Fishery Officer, The responsibility centre manager (RCM), and DFO program administrators, and restrict access to the various system functionalities accordingly. This information will be available within the exported DFO database files, except for the administrators (see bullet o) for more details);
- i) The Contractor must reserve a section within this system for DFO communications and updates, as approved by the DFO Project Authority. The Contractor's system must be able to send messages or show pop-ups upon login to different user groups (Fishery Officers, the RCM, and/or DFO Administrators);

- j) The Contractor's On-line Uniform Ordering and Database Management System must provide the functionality to set tombstone data (such as, financial coding fields, shipping addresses, usernames, position/roles, etc.) to mandatory fields so orders are not delayed. There must be a defined process in place to allow the Contractor or a designated DFO resource (e.g. RCM or DFO program administrators) to enter these values;
- k) The Contractor's secure On-line Uniform Ordering and Database Management System must provide access to the Contractor's returns policy, including a return order form, so that Fishery Officers can initiate a return merchandise authorisation (RMA) on-line;
- l) The Contractor's secure On-line Uniform Ordering and Database Management System must provide an automated monthly process for populating the Contractor's database with Fishery Officer related data, including but not limited to the creation, the updating and deletion/deactivation of user profiles and related information such as addresses for delivery, responsibility centre information, etc., within the system, in order to keep the system up to date with respect to current/active system users;
- m) The Contractor's secure On-line Uniform Ordering and Database Management System must provide a personal information section where an Fishery Officer's personal profile can be manually created/updated by the RCM or a DFO Program Administrator, when needed;
- n) The Fishery Officer's complete Uniform Catalogue must be incorporated into, maintained in an up to date fashion, and made available for use within the Contractor's On-line Uniform Ordering and Database Management System;
  - The Contractor's secure On-line Uniform Ordering and Database Management System must provide a search function by uniform item number or name;
  - The Contractor's secure On-line Uniform Ordering and Database Management System must display the dollar value for each uniform item, as well as written and pictorial descriptions (including front and back) of all uniform items available for order;
  - The Contractor must update information within the Contractor's secure On-line Uniform Ordering and Database Management System within ten (10) working days after receiving written approval from the DFO Project Authority of a change or addition to the inventory of uniform items in the Fishery Officer Uniform Catalogue;
- o) The Contractor's secure On-line Uniform Ordering and Database Management System must allow for four hierarchy levels of access (e.g. Fishery Officer, Supervisors, the responsibility centre manager, and DFO program administrators). Program administrators must be approved by the DFO Project Authority. A program administrator has a unique login and password. They have the ability to view all profiles in the system, to edit/modify or create profiles for Fishery Officers, download reports, etc. The Uniform Catalogue viewed by a DFO Program Administrator must include uniform specifications for each uniform item;
- p) The Contractor's secure On-line Uniform Ordering and Database Management System must include a self-measuring guide (in video and printable format) for use by DFO. A free measuring kit with measuring instructions must be made available and sent to the Fishery Officer who orders it;
- q) The Contractor's secure On-line Uniform Ordering and Database Management System must provide a built-in help centre with clear instructions;
- r) The Contractor must develop and maintain a Maintenance and Care User Guide for all uniform items. The Maintenance and Care User Guide must be made available to all users as a downloadable PDF on the Contractor's secure On-line Uniform Ordering and Database Management System;

- s) The Contractor's secure On-line Uniform Ordering and Database Management System must also have the capability to track orders (from the time of receipt by the Contractor until delivery to the order recipient), and record uniform history by Fishery Officers (ordered and returned);
- t) The Contractor's secure On-line Uniform Ordering and Database Management System must allow an authorized RCM and DFO Program Administrator to produce reports as specified in Appendix 4 – Reports and Key Performance Indicators;
- u) The Contractor's secure On-line Uniform Ordering and Database Management System must allow authorized Fishery Officers (those who have a uniform allocation) to order uniform items, and have the order delivered to the delivery location associated with the Fishery Officer profile who placed it;
- v) The Contractor's secure On-line Uniform Ordering and Database Management System must send an Order Confirmation email to the Fishery Officer and his supervisor identified in the Fishery Officer's profile once they have placed their order. The Order Confirmation should include the expected delivery date for items that are in stock, as well as items that are on back order. Subsequent emails (if more than one is required due to partial shipments) is sent once the order is shipped;
- w) The Contractor's secure On-line Uniform Ordering and Database Management System must provide available inventory levels of the sizes for each item (i.e. to alert users of discontinued, unavailable or back ordered items) while Fishery Officers are placing their order;
- x) The Contractor's secure On-line Uniform Ordering and Database Management System must provide the ability for Fishery Officers to order by individual, or for RCMs to order by individual, in bulk, or through a personalised order.

**2. The Fisheries and Oceans Canada Employee List (HR Database)**

DFO will send to the Contractor, on a regular basis, an HR database.

The process to transfer the encrypted files from DFO to the Contractor will be confirmed upon Contract award.

This file will only contain active DFO employees. This will include all active employees including those on leave of absence, or on leave with pay.

The Contractor must consider only one line for each employee (the 1st active line).

Requirements for dual employment are managed by the RCM as follows:

- Creating a personalized order.
- Type of file used: Text file with field delimiters the encrypted files may contain the following fields:
  - WORK EMAIL
  - EMPL\_RCD: Employee Record Number
  - NATIONAL\_ID: The employees PRI (Personal Record Identifier)
    - The PRI appearing in the ordering website does not contain the first zero (8 numbers instead of 9)
    - The Contractor must disregard "099999999" lines as these are employees for which there was no PRI at time of hire. There are multiple entries with this value.

- LAST\_NAME
- FIRST\_NAME
- PREFERRED\_LANGUAGE:
  - Values “CFR” and “FRA” = French
  - Value “ENG” = English
  - Empty values: Employee needs to confirm at 1st login
- EMPL\_STATUS: This represents the status of the employee.
  - A = Active Employee
  - L = Active but on Leave of Absence
  - P = Active but on Leave with Pay
- HP\_EMPLSTATUS\_ENGD: English Description
- HP\_EMPLSTATUS\_CFRD: French Description
- EMPL\_CLASS: Determines if the employee has an allocation of 6 Months or More, or Less than 6 Months:
  - Indeterminate (=6 months or more)
- HP\_EMPLCLASS\_ENGD: English Description
- HP\_EMPLCLASS\_CFRD: French Description
- ASSGN\_APPT\_TYPE\_CD: Indicates if the employee is Acting
- HP\_ASSGNAPPT\_ENGD: English Description
- HP\_ASSGNAPPT\_CFRD: French Description
- DEPTID: Used to determine Responsibility Centre Managers (
- DEPTNAME: English Description
- HP\_DEPTNAME\_CFR: French Description
- LOCATION\_DESCR: English Description
- HP\_LOCATION\_CFRD: French Description
- HP\_PROVINCE\_NAME: Location province
- JOBCODE: Used to determine the allocation of the employee
- HP\_JOBCODE\_ENGD: English Description
- HP\_JOBCODE\_CFRD: French Description
- POSITION\_NBR
- HP\_DESCR254\_ENG: English Description
- HP\_DESCR254\_CFR: : English Description
- HP\_FTE
- HP\_SPRV1\_NATNL\_ID: Is used to determine the hierarchy tree unless a RCM already appear in the employee’s profile (the Contractor’s system must search for a RCM until they find one (usually one or two levels up – ex: the RCM of the employee’s supervisor if their supervisor indicated in PeopleSoft is not a RCM), no matter if he/she is inactive or active.)
- HP\_SPRV1\_LAST\_NAME
- HP\_SPRV1\_FRST\_NAME merge functionality

## 2.1 Actions Following Download - HR Database Download

- The first time an employee appears in the HR database, the employee is automatically assigned a RCM (if that RCM is in the Finance download called Delegation of Authority Application – the DAA system). The RCM then receives an automated message explaining that an employee has been added under their responsibility.
- Employees who were previously in the system but who no longer appear on the download are deactivated (they become inactive).

- Pending orders of an employee that become inactive in the system are put on HOLD. If the employee is not re-activated within 90 days, the order is automatically cancelled by the Contractor.
  - The Contractor must provide DFO a report of order cancellations. Refer to section 7.5 in Appendix 4 – Reports and Key Performance Indicators.
  - Note: Special Sizes or Made-to-measure / personalized items (e.g. Name tags) are to be shipped when ready, no matter of the status of the employee (active or inactive).
- Orders are to be put on HOLD for employees with the following status:
- L = Leave of Absence
  - P = Leave with Pay
    - These orders are cancelled if an employee has one of these statuses for more than 12 months.
    - Employees with an L, or P status can place an order but these orders remain on hold until the employee becomes active (meaning their EMPL\_STATUS field in HR download changes to A). These orders must be manually managed by the Contractor (a report is downloaded every Tuesday –after the RCM download and then the orders are released by the Contractor).
- If a RCM becomes inactive in the HR database, meaning they no longer appear in the HR download or they no longer appear in the Finance download, the following occurs in the employees' profile who had that RCM identified as their RCM.
- The employee's responsibility centre and RCM are removed from their profile. No other data are affected.
  - Prior orders are shipped since there was a RCM in the employee's profile and a responsibility centre at time of order.
  - The invoice for this order is sent to the RCM at time of order, even if no longer active in the system.
  - An automated email is sent to the employee to inform them that they must select a new RCM.

## 2.2 Synchronization/De-Synchronization

An employee's profile can be synchronized with the HR download (meaning that its values are identical to the values found in the HR download), or de-synchronized (meaning that one or more of the values in the profile do not match the HR download because one of the HR fields in their profile have been modified by a RCM or a DFO Program Administrator).

- If the employee's profile is desynchronized, the synchronization of information based on the HR download is deactivated. Future HR downloads will not revert back the modified HR fields, nor any other field.
  - The synchronization is automatically reactivated when the HR download matches the values found in the employee's profile.
- The RCM can change the Main Allocation for an employee (e.g. from not in uniform to Core), and the profile will be desynchronized. The following message will appear:

*"If one of the following fields is modified (Status, Gender, Position Title, and Uniform Allocation) the employee's profile information will no longer be synchronized with the HR PeopleSoft download.*

*Three reasons these fields can be manually overridden by the RCM or a DFO Program*

*Administrator:*

- 1) To permanently override an employee's uniform default allocation (e.g.: not in uniform to in uniform);*
- 2) To update profile information which has not yet been updated by the HR download; and*
- 3) To allow timely shipment of orders placed prior to an employee's confirmed return to work.*

*If the profile is desynchronised, the weekly HR database download does not update the profile unless all the fields match the profile fields, OR if the job code and /or employee class changes”.*

- The profile can be synchronised by the RCM or DFO Program Administrators by selecting “synchronization” in the employee’s profile. The following HR download will override the discrepancies in the profile.

### **3. Finance Download (Delegation of Authority Application – DAA system)**

On a weekly basis, the DFO Comptrollership Branch will send the “DAA” report which contains all the active responsibility centre managers (RCMs) and their PRIs. This data represents active approved delegation in the DAA system (Delegated Manager List with Section 32 and 34 authority).

The file is provided to the Contractor every Tuesday morning by email, using an encrypted or password-protected file (note: DFO sends the password information separately).

Fields of the report that are taken into consideration by the Contractor:

- Incumbent's PRI: PRI of the active RCM
- Title Assignment Type

NOTE: The status of a RCM is determined by the HR download (if they appear in the download, they are active – if they do not appear they are inactive). If the profile of a RCM is inactive in the DFO HR database, they will not appear in the drop-down list of RCMs, and will not have access to the ordering website.

#### **3.1 Actions Following Finance Download (DAA system)**

For employees whose RCM is no longer active:

- The employee's Responsibility Centre and RCM is removed from their profile. Neither the points balance of the employee nor any other data is affected.
- Orders are shipped as there was a RCM in the employee's profile and a responsibility centre at time of order.
- The invoice for the order is sent to the RCM at time of order, even if no longer a RCM.
- An automated email is sent to the employee to inform them that they must select a new RCM.

#### **3.2 Hierarchical Level**

There are four levels of Hierarchy:

- Fishery Officer /Supervisor
- RCM (from Financial Database)
- RCM (from the HR Database)
- DFO Program Administrator (created by the Contractor at the request of the DFO Project Authority)

A DFO Program Administrator can change the hierarchy level of a profile. (E.g. make a Fishery Officer a

Supervisor or the RCM). The HR download will not revert the field or profile back (the profile becomes locked/desynchronised).

**4. Job Code**

Once or twice a year, DFO transfers to the Contractor the “Work description” excel spreadsheet indicating the link between the job code number, their names in both languages and the main allocation that each job code is linked to. This file is updated by DFO on an as-needed basis.

**5. Link between Responsibility Centre and Fund Centre**

Approximately once a year, DFO transfers to the Contractor the “responsibility centre and fund centre list” excel spreadsheet, which includes responsibility centre codes and names (in both languages), as well as their link to fund centre codes and the fund centre names (in both languages).

DFO Program Administrators can add or modify fund centres in the ordering system.

DFO Program Administrator can add, remove or modify responsibility centres in the ordering system and assign them to another fund centre. In this case, if the responsibility centre in an employee’s profile was reassigned to another fund centre, the responsibility centre is automatically removed and their RCM is sent an automated email message telling them they will have to assign their employee a new responsibility centre. When a new responsibility centre is assigned, the employee receives an automated email.

Cost centres and fund centres no longer in use are deactivated by DFO on an as-needed basis. DFO and the Contractor works together to ensure there are no pending orders before deactivating a fund centre or a responsibility centre.

**6. Shipping**

DFO transfers to the Contractor the list of Consignee Codes and associated addresses. The Consignee Codes are to be used as shipping addresses.

DFO Programs Administrators can add, deactivate or modify shipping addresses, once a consignee code has been provided by the DFO Procurement Policy & Reporting team.

Fisheries and Oceans Canada – Conservation and Protection must appear on one of the first lines of the shipping address of each package (depending on the official language indicated in the RCM profile).

A signature is mandatory only for reception of bulk order.

Shipment addresses can be changed when there is a pending order, but to do so, the employee must contact the Contractor’s customer service department.

**7. Website Access**

Only active fishery officer DFO employees who are authorized to wear a uniform and uniform program administrator(s) can access the ordering website.

- Employee with the allocation group “Not in Uniform” cannot place an order. They have access to the ordering website and a profile but cannot place an order.
- A Fishery Officer with one of the following active statuses (Leave of Absence, or Leave with Pay) may place an order in the system, but it does not ship until their status becomes active (A). The order confirmation is emailed to the fishery officer and their supervisor with a message in red explaining that their order is on hold until they become active again. Their supervisor can contact the Contractor’s customer service department to release the order if needed.

**8. Functionality of Ordering Website**

### 8.1 First Login for new Fishery Officers

On the home page of the ordering website, there must be a unique Conservation and Protection login page.

Upon first login, a new Fishery Officer is required to enter two values:

- Username: PRI (no zero in front)
- Password: Last Name (in lower case)

If a combination of both is in the Contractor's database, the Fishery Officer is transferred to a first login page where they are requested to enter the following information. Some information is mandatory, other information is added if applicable.

- Password (mandatory): Determined by the user
- Two personal questions (mandatory): To confirm their identity when contacting customer service (to reactivate their password if forgotten)
- Cost centre manager (if applicable): If the HR database does not indicate RCM at time of creation of the profile, the user is required to select a RCM from a drop down list (based on the list from the Finance Database-First Name, Last Name)
- Gender (mandatory): Entered by the user (male or female). May be modified to include other terms as required
- The users preferred language (if applicable): If the preferred language is blank in the HR database, Fishery Officer confirmation will be required
- Nametag (mandatory): The nametag protocol appears as a pop-up so Fishery Officer are aware of what to enter
- Insignia first language (mandatory) – This determines the first language of the garments if applicable and will be locked (i.e. cannot be modified in a Fishery Officer profile). Only a DFO Program Administrator can change it once it's locked.
- Shipping address (mandatory): Address information provided by the User
- Telephone number (if applicable)
- Email (mandatory): Must provide a valid work /private email/ address.

### 8.2 Future Log-in

After a user's first login, they will login using their username and personal password (selected during their initial login). Should a user forget their password, they can click on the 'forgot your password' link on the homepage to retrieve or create a new one.

### 8.3 Login Acknowledgment

The following message will appear before each login (first and subsequent logins) indicating that garments are the property of FISHERIES AND OCEANS CANADA.

English:

*All uniform items must be returned to FISHERIES AND OCEANS CANADA once you are no longer employed as a fishery officer with FISHERIES AND OCEANS CANADA. By clicking "I Agree" you acknowledge and agree to abide by the above.*

French:

*Tous les articles doivent être retournés au MINISTÈRE DE PÊCHES ET OCÉANS lorsque vous*

*n'êtes plus employer comme un agent des pêches avec le MINISTÈRE DE PÊCHES ET OCÉANS  
En cliquant sur "Je suis d'accord", vous reconnaissez et vous vous engagez à respecter ce qui précède.*

#### **8.4 Responsibility Centre Manager (RCM) Access**

- RCMs can update their personal list of responsibility centres
- RCMs can remove themselves from an employee's profile if they are no longer their RCM
- RCMs only have access to employee profiles under their responsibility
- RCMs must enter a responsibility centre for each employee under their supervision to allow them to place an order. They can remove the responsibility centre at any time from their employee's profile.
- Uniform allocation: RCMs can change the Main Allocation for an employee (e.g Not in uniform to Core) and desynchronize the profile.
- Approval of employee orders.
- RCM may change the shipping address in the Fishery Officer's profile.

#### **8.5 DFO Program Administrator Access**

The following fields in any Fishery Officer's profile can be modified by a DFO Program Administrators:

- First name and last name
- Responsibility centre
- Responsibility centre manager
- Active or on leave
- Main Allocation
- Status
- Gender
- Position title
- Employment Tenure
- Preferred language
- Name tag
- Insignia first language
- Hierarchy code
- Phone numbers
- Email address
- Address
- Particular allocation

#### **8.6 Complete Fishery Officer Uniform Catalogue**

Only The RCM and DFO Program Administrators can view the complete catalogue.

#### **8.7 Personal Catalogue**

Employee can see their personal catalogue only, which includes all items they are eligible to order.

RCMs can see their employee's personal catalogue, as well as the complete catalogue for the uniform program.

#### **8.8 Specifications**

Only DFO Program Administrators can view the uniform item specification sheets (PDF format).

#### **8.9 Measurements**

Measurements are entered into the ordering website by the Fishery Officer. Measurements are mandatory to place an order.

Measurements are restrictive to Fishery Officers and DFO Program Administrators. Measuring packages, which includes a measuring tape and written instructions, can be order by RCMs or Fishery Officer free of charge. They can also be printed from the ordering website. Instructional videos must also be available next to each body part (head, neck, waist, etc.) to help Fishery Officers with taking their measurements.

Measurements can be entered in inches or in centimetres and will automatically convert.

When an order is placed, the sizes suggested by the system for each item is based on the measurements entered in the profile based on that item's sizing algorithm.

#### **8.10 Nametag Protocol**

Maximum length is 18 characters. The Fishery Officer must enter the information. The protocol appears next to the nametag field.

#### **8.11 Passwords**

DFO Program Administrators have the ability to reset passwords, and provide a temporary password to a Fishery Officer, but do not have access to Fishery Officer password or personal questions. Once the password has been reset by the DFO Program Administrator, the Fishery Officer must login with their temporary password and change it (as well as update their personal questions and answers if necessary).

#### **8.12 Email – Responsibility Centre Request**

An automated email is sent by the Contractor to the RCMs when a Fishery Officer is added under their responsibility (following download for a new Fishery Officer or following a manual entry). The email advises them that they need to input a responsibility centre in the Fishery Officer profile to allow orders.

#### **8.13 Username**

The letters "PRI" (Personal Record Identifier) are used instead of "username" on the login page of the ordering website. Fishery Officers with a temporary profile must enter their temporary user name in that field (if they do not have a PRI).

#### **8.14 Ordering Website URL**

The ordering website URL is to be determined by the Contractor and DFO upon contract award.

#### **8.15 Website Messages**

The Contractor and DFO are responsible for monitoring and updating website messages. Messages can be permanent or temporary. Example of a temporary message: Item back order for an extended period of time.

Process:

- The Contractor informs DFO when an item is on back order for an extensive period (four weeks or more)
- The Contractor places a notification on the ordering website next to the item description, and informs their customer service department.
- When an item is on back order for more than eight weeks, the Contractor creates a memo to be sent by email. DFO must approve it before it is sent by the Contractor. The email is sent to those who ordered the item, as well as their RCM. (Email must say that if they need to cancel, they can contact the customer service department to do so.)
- The Contractor will ensure the notification is removed from the description when the

item arrives.

#### **8.16 Notes (preferred first language, insignia first language)**

When required, a note appears next to a field to explain what they mean (e.g.: why preferred first language is mandatory) or the protocols (e.g.: when entering the name to appear on the name tag).

### **9 Rules on Ordering**

Orders can only be placed via the ordering website (phone order are not permitted). In the event that a rush order is required, Fishery Officer must contact a DFO Program Administrators for processing.

Fishery Officers can only place an order if:

- They have an active profile in the ordering website;
- Their profile contains all mandatory information (email address, nametag information, etc.);
- They have measurements in their profile;
- They are considered in uniform (eligible to order garments)
- They have an RCM indicated in their profile; and
- Their RCM has entered a responsibility centre in their profile (if they are a RCM, they can input it themselves)

If an employee changes RCM (by the download or by changing it themselves) the system removes the responsibility centre for their profile

If information is missing, the system does not allow them to proceed with an order, and indicates the missing information (via a pop-up message).

#### **9.1 Ordering Process for Fishery Officers/Regular Orders**

The ordering process is in four steps:

Step 1) Select the shipping address and RCM information

- A Fishery Officer must confirm their RCM and shipping address information (if the RCM is incorrect, the employee must modify their profile and wait for a responsibility centre to be assigned to their profile by their RCM)
- A RCM must confirm their responsibility centre and shipping address before ordering

Step 2) Select items and quantities

- Items that are made-to-order are indicated as such in the order process, along with the shipment information.
- Each items will have a maximum amount that a Fishery Officer can order. Once a Fishery Officer has reach the maximum amount within a year. A reason will need to be given if addition orders are made of the same item within the same year. (i.e. clothing items damaged or heavily soiled etc.)

Step 3) Select sizes

- Stock availability is shown.
- The suggested size is highlighted (for example in yellow) based on measurements previously entered into the system. If applicable, the last size ordered is highlighted (for example in grey)

and indicated by an icon.

Step 4) View order confirmation / print

## 9.2 Ordering process for Bulk Orders

The bulk order functionality is available to the RCM and DFO Program Administrators.

The bulk order process is in three steps:

Step 1) Select items, sizes and quantities

- Unit price is indicated and the total cost per item is calculated when the quantity is entered.
- The total cost appears at the bottom right of the screen.
- The stock availability column indicates if there is not enough stock available to cover the entire order. This serves as a warning that some items may arrive with delays.

Step 2) Select the shipping address and responsibility centre

- Note: The shipping information indicated is the one found in the profile of the person placing the order (RCM or DFO Program Administrator). This information can be modified during this step.
- The RCM must confirm their responsibility centre and shipping information before continuing
- Click "Confirm & Continue" to place the order.

Step 3) View / print order confirmation

## 9.3 Ordering Process for Personalized Order

The RCM can place a personalized order for any user under their supervision, DFO Program administrator can place a personalized order for any user. .

The user must have an existing profile and be active (active, on leave of absence, or on leave with pay).

- The RCM or DFO Program Administrator can select from the user's current allocation or select another allocation.
- Should a RCM need to order items from a sub-group allocation that is not currently assigned to the user (e.g maternity) the RCM must first assign the sub-group allocation to the user profile.
- The RCM can order items not currently in a Fishery Officer's catalogue, (e.g. a RCM can order from a different gender's catalogue (from the men's catalogue for a female Fishery Officer), and also view both catalogue at the same time.

The personalized order process is in five steps:

Step 1) Enter the user's-PRI

Step 2) Select the shipping address:

Note: The shipping information indicated is the one found in the Fishery Officer's profile. This information can be modified at this step.

The RCM or DFO Program Administrator must confirm the account number (responsibility centre) and shipping information before continuing.

Step 3) Select items and quantities

- The price of the item is shown.

- Items that are made-to-order are indicated as such, along with any shipments delays.
- Items that cannot be ordered because the maximum allowable quantity for that item has been reached is flagged (if ordering against the Fishery Officer's allocation).

Step 4) Select sizes

- Stock availability is shown
- Suggested sizes are highlighted (for example in yellow) based on measurements entered in the system.
- If applicable, the last size ordered is highlighted (for example in grey), and indicated by an icon.

Step 5) View / print order confirmation

#### 9.4 Ordering process for Nametag Order

Users can order their own nametag. The RCM and DFO Program Administrators can also place orders for nametags.

Nametags ordered by the RCM or a DFO Program Administrator is in three steps:

Step 1) Select quantities for each Fishery Officer

- The RCM can change the name that appears on the nametag of any Fishery Officers and order nametags for any other Fishery Officers.

Step 2) Select the shipping address:

- Note: The shipping information indicated is the one found under the RCM's profile. This information can be modified at this step
- The RCM must confirm their responsibility centre and shipping information before continuing.
- Click "Confirm & Continue" to place the order.

Step 3) View / print order confirmation

#### 9.5 Ordering process for Individualized Order

The DFO Program Administrators can place an individualized order for a Fishery Officer, or for any individual who the Director General of Conservation & Protection has approved the order for any item can be ordered.

The individualized order is in six steps:

Step 1) Enter Fishery Officers information

- The Fishery Officer's name and nametag info.

Step 2) Select the shipping address

- The responsibility center (if one was entered) and shipping information indicated in the administrator's profile appears. This information can be modified at this step.

Step 3) Select items and quantities

- The price of the item is shown.
- Items that are made-to-order are indicated as such, along with shipments information.
- Items that cannot be ordered because the maximum allowable quantity has been reached is flagged.
- The system administrator has the option to go to the next step or skip it and go directly to the “Select sizes” step.

Step 4) Enter measurements

Step 5) Select sizes

- Stock availability is shown
- Suggested size is highlighted (for example yellow) based on measurements entered in the system.
- If applicable, the last size ordered is highlighted (for example grey), and indicated by an icon, if the user has a profile.

Step 6) View / print order confirmation

## **9.6 Ordering Process for Made-to-order Items**

Some items are made-to-order (they are only produced by the Contractor when an order is placed). Shipment delays for such items are indicated online.

The order process remains the same as a regular/user order (see section 9.1), bulk order (see section 9.2), personalized (see section 9.3), or individualized (see section 9.5).

## **9.7 Made-to-measure**

Users requiring special sizes are considered made-to-measure.

The order process remains the same as a regular/user order (see section 9.1), bulk order (see section 9.2), personalized (see section 9.3), nametag order (see section 9.4) or individualized (see section 9.5).

Note: Made-to-measure items are not available in bulk orders.

Users who need special sizing can contact the Contractor or the Contractor’s customer service department. The Contractor provides the user with the smallest or largest size available for a particular item, and makes changes according to the user’s feedback on measurement requirements. The Contractor is responsible for informing the user of delivery time or delays.

## **9.8 Personal Purchase Orders**

Personal purchases are not allowed/available on the ordering website.

## **9.9 Shipping Addresses**

Orders can only be shipped to a valid DFO work address, as per the address provided by the Fishery Officer.

A user can select a default shipping address in their profile if it has already been set up. They also have the option of adding an alternate address during the ordering process.

The shipping address code (Consignee Code) is assigned at order entry, however, the address details is stamped at time of shipment. This means that if the address changes (e.g.: if a user calls the Contractor to request a change) between the time of placing an order and the time of shipment, the new address details must be used.

The shipment label must indicate the user's name. 'Fisheries and Oceans Canada – Conservation and Protection' must also appear on all shipments. A user's PRI must not appear on the shipment label.

## **10. Process once orders are placed**

### **10.1 Email (after order is placed)**

Once an order is placed, an automated email is sent to the user, and to their supervisor.

Email to the user: The email includes order number and details – shipping address, item number, and size, and quantity.

Email to Supervisor: The email includes the order number and details – The users name, item number, quantity, allocation value, dollar value, and shipping address and estimated cost.

### **10.2 Order History**

All users will have access to their order history directly in their profile.

### **10.3 Change to Orders**

An order cannot be changed unless the Contractor's customer service department receives a written request or a phone call from the user, the RCM or a DFO Program Administrator.

For a change in size, a confirmation email is sent to the user after the request has been made, no matter if the change was made by email or by phone.

For all the other requests (change of style, etc.), an email is sent to both the user and the supervisor once the request has been made, no matter if the change was made by email or by phone.

### **10.4 Returns and exchanges**

The user must contact the Contractor's customer service department directly for returns, exchanges, or for information.

### **10.5 Product Recall**

If a uniform item falls under a product recall, the Contractor will make all the necessary arrangements to recall the item and replace it with a new one.

Procedure for recalled uniform items:

- The Contractor will contact the DFO Project Authority as soon as the Contractor is made aware of the recall;
- The Contractor must communicate with the users who have ordered the item notifying them of the recall and any instructions;
- The Contractor will find and/or develop a similar item within thirty (30) business days of notification of the recall;
- The Contractor will ship the replacement item to all users affected by the recall;

## **11. Invoicing**

### **11.1 Invoicing Process**

RCM's have the option of adding a second email address (Finance Officers for example) in their profile. Invoices are then sent to both e-mail addresses indicated in the profile.

Once the invoice has been sent by e-mail, a RCM can also download them from the ordering website, under the "Invoice" tab of their profile (see section 11.3 for more information).

Invoices are sent via email to RCMs (and their optional email contact), on the 15<sup>th</sup> of each month, except for the month of March (end of fiscal years rules apply), which are sent on or before March 31<sup>st</sup>. Should the 15<sup>th</sup> fall on a Saturday, Sunday, or a statutory holiday, invoices are sent the previous or the following business day. A reminder is sent to all RCMs fifteen (15) days following the first email notifications (around 30<sup>th</sup> or last business day of the month)

## 11.2 Out of Office Email from RCM

If a RCM has not identified a second email address for invoices, out of office messages received by the Contractor after the mail-out are to be transferred to a DFO Program Administrator.

DFO Program Administrator analyse the out of office message (ex: short term vs long term leave) and if necessary, contact the person indicated on the out of office message. If the situation requires immediate attention (RCM is on long term leave of absence or has left the organisation) the finance team process the invoices.

## 11.3 Invoicing Information Available on the Ordering Website

The following are functionalities available on the ordering website to the DFO Program Administrators and the RCM to view invoices.

- The RCM and DFO Program Administrators must be able to download, under the Invoices tab from their profile, their current and past invoices and the invoice details spreadsheet that itemizes each order detail (available the day after it has been sent by email). The RCM and DFO Program Administrators can see all invoices,
- The online system must show, under the invoice tab:
  - If payment has been received by the Contractor (Payment information is updated daily by the Contractor)
  - Date payment was received
  - A downloadable and printable PDF of the invoice
  - A downloadable and printable version of the invoice details excel spreadsheet
  - Invoice Number
  - Invoice Date
  - Date Sent
  - PRI
  - First Name
  - Last Name
  - Email
  - Subtotal
  - Shipping fees
  - GST (if applicable)
  - PST (if applicable)
  - HST (if applicable)
  - Total
- The following search parameters must be available: Invoice Number, Order Number, PRI, First Name, Last Name, Invoice Status (Awaiting Payment, Already Paid, and Not Valid), Invoice Date and Date Sent.
- The following information appears as a result of a search: Invoices, Paid, Invoice Number, Invoice Date, Date Sent, PRI, First Name, Last Name, Email, Subtotal, Shipping Fees, GST, PST, HST, and Total.
- At the end of the invoice list, there is a total available for the following columns: Subtotal,

Shipping fees, GST, PST, HST, and Total. The “Invoices” column provides access to two clickable documents, a PDF of the invoice and an Excel Spreadsheet of the invoice details.

## 12. Uniform Item Catalogue

### 12.1 Images

Images of uniform items on the online ordering system must show the front and back of each item as well as any close-up images of specific features found on the item.

## 13. Security Requirements

The following information is considered by Fisheries and Oceans Canada as protected information:

- PRI (National ID)
- RCMs can only access information of employees under their supervision

Fishery Officers can only log into the system through the Fisheries and Oceans Canada network. The Contractor will be able to identify DFO users with the Fisheries and Oceans Canada IP gateway address provided at time of Contract Award.

An error message must appear if someone is trying to log into the website outside of the IP addresses provided.

## 14. Web Interfaces Design

The ordering website interfaces will be designed as follow:

### 14.1 User interface

Users have access to the following tabs and sub-tabs;

1. Home
2. Profile: Information, Measurements, Password, Personal Questions & Mailing Address
3. Personal Catalogue
4. Order: Placed orders, Previous Orders, Measuring Package Note: the Placed Orders and Measuring Package sub-tabs only show once a responsibility centre has been assigned to a Fishery Officer's profile.
5. Communications List
6. Contact Us

### 14.2 RCM interface

The RCM will have access to the following tabs and sub-tabs;

1. Home
2. Profile: Information, Measurements, Password, Personal Questions
3. Catalogue: Personal Catalogue, Complete Catalogue, Allocation List
4. Order: **Personal:** Placed orders, Previous Orders, Allocation  
**Organization:** Measuring Package, Bulk Order, Nametag Order, Personalized Order, Previous Orders
5. Tools: Manage Fishery Officers, Create/Modify Fishery Officer, Create Temporary Fishery Officer, Shipping Address, Responsibility Centre, Fund Centre, Job Code Allocation List
6. Invoices
7. Reports
8. Communications List

9. Contact Us

### 14.3 Program's Administrators Interface

The program administrators have access to the following tabs and sub-tabs;

1. Home
2. Profile: Information, Measurements, Password, Personal Questions
3. Catalogue : Personal Catalogue, Complete Catalogue, Allocation List
4. Order: **Personal**: Placed orders, Previous Orders  
**Organization**: Measuring Package, Individualized Order, Bulk Order, Nametag Order, Personalized Order, Previous Orders
5. Tools: Fishery Officer Search, Create/Modify Fishery Officer, Create Temporary Fishery Officer, Merge Temporary Hire, Shipping Address, Responsibility Centre, Fund Centre, Job Code Allocation List, Fishery Officer Transfer
6. Invoices
7. Reports
8. Communications List
9. Contact Us

**APPENDIX 3**

**TRANSITION-IN PHASE, ON-GOING UNIFORM SUPPLY AND  
MANAGEMENT AND TRANSITION-OUT PHASE.**

## **1. Scope of Work**

- 1.1 Work under the Contract must be conducted in accordance with the following “phases”:  
Phase 1: Transition-In;  
Phase 2: Service Commencement and On-going provision of Uniform Supply and Management Services; and  
Phase 3: Transition-Out.
- 1.1.1 The Contractor will receive written notification (by email) from the DFO Project Authority and must not proceed to work on any Phase of Work prior to receiving the written notification for each Phase of Work as described in the Contract.

## **2. Phase 1 – Transition-In**

The primary objective of this phase is to facilitate the smooth and seamless transition of Managed Clothing Solution services, from an Incumbent Contractor to the Successor Contractor, or to adapt the current offer with the terms highlighted in the SOW should the Incumbent Contractor transition into itself.

- 2.1 The transition-in phase of the Contractor’s services must be completed within a period of no more than 180 calendar days. The required date of commencement of Phase 2 must be no later than 180 calendar days from Contract award date. The Contractor must ensure continuity of stock supply and uninterrupted service as of the commencement of Phase 2.
- 2.1.1 Should the Contractor transition into itself (Successor Contractor = Incumbent Contractor), the required date of commencement of Phase 2 must be no later than 120 calendar days.
- 2.2 During the Transition-In phase, the Contractor must collaborate with DFO and the Incumbent Contractor, and follow the timeline (refer to Section 4.3) agreed upon at Contract award to ensure the effective and timely transition of delivery services by the Incumbent Contractor to the delivery of services by the Contractor.
- 2.2.1 Should the Contractor transition into itself, the Contractor must collaborate with DFO and follow the timeline (refer to Section 4.3) agreed upon at Contract award, in the effective and timely update of the Work as specified in the SOW.
- 2.3 The Contractor must comply with the DFO requirements for its uniform program, which are outlined in the SOW, or suggest ways to enhance the system and processes. The Contractor will be responsible for providing best practice advice on the transition of services to provide a turn-key uniform supply solution.
- 2.4 Upon Contract award, should the Contractor be new, DFO will provide to the Contractor an electronic copy of the most current version of the following information/document:
- a) A list of all possible primary delivery locations, including shipping addresses, (refer to Appendix 6 - Consignee Codes List) current as of Contract award. Locations of delivery may be subject to change over the duration of the Contract;
  - b) A specification sheet for any new uniform items that were added between contract posting and contract award
  - c) The On-line Uniform Ordering and Database Management System, which contains business rules (Appendix 2 –On-line Uniform Ordering and Database Management System) for uniform ordering, and information on the uniform allocation system (garments), initial uniform entitlement (initial kit), allocation renewal procedures and timing, and any additional procedures and processes;

- d) The Fishery Officer National Uniform program - Uniform Allocation System (Appendix 1) which contains business rules and outlines the allocation system to be managed and administered by the Contractor; and
  - e) An export of the current Fishery Officer uniform database including user profiles and order transaction history, to be used by the Contractor to populate the Contractor's database/ordering website. The database export will be formatted either as an Excel file or as a flat text file (e.g. comma separated values (CSV) format).
- 2.5 In the event of a change in Contractor , the new Contractor will provide, within twenty one (21) calendar days of contract award, their recommendations of how to transfer DFO owned inventory to their location;
- 2.6 No later than thirty (30) calendar days after Contract award, the Contractor must submit for approval by the Project Authority a Comprehensive Transition-In Plan. The Contractor must use the proposed Transition-In Plan submitted with their bid as a basis to develop the Comprehensive Transition-In Plan, along with any additional information and comments provided by DFO during the first meeting after Contract award. The Comprehensive Transition- In Plan must present, in chronological order, the detailed description of each action item the Contractor must complete in order to ensure the seamless implementation and/or commencement of services. Additionally, since a new contractor will be secured, the Contractor's Comprehensive Transition-In Plan must detail the administrative actions required to manage the data of the Fishery Officer Uniform Program. Elements to be included within the Contractor's Transition-In Plan include the following:
- a) Approaches to implement the On-line Uniform Ordering and Database Management System, as well as ongoing uniform supply and management;
    - i. the Contractor must demonstrate how the system will be updated based on the Work describe in the SOW.
  - b) Compliance with all DFO's business rules and requirements of the Uniform Program (e.g. on-line ordering website, rules for uniform ordering, procedures and timing, and any additional procedures i.e. temporary assignment or seasonal lay-off);
  - c) Approach to produce uniform items according to the specifications so that all uniform items are manufactured and in stock when Phase 2 – Service Commencement and Ongoing Managed Clothing Solution services begins. The approach must detail the approval of virtual styling and pre-production samples, item testing, and production/manufacturing timeline.
  - d) Confirmation of the format of all necessary data fields that will constitute a DFO User Profile within the Contractor's secure On-line Uniform Ordering and Database Management System;
  - e) Process to populate the Contractor system/database with DFO user Profile data including current available entitlement allocation. and past transaction history;
  - f) Compliance with DFO's requirements to provide accurate order tracking information in response to a request for a return or exchange;
  - g) Approach to develop and populate data in the Contractor's secure On-line Uniform Ordering and Database Management System with Fishery Officers uniform item information;
  - h) Compliance with the monthly import data from DFO's Finance database system. This

would be in the form of a flat file or similar format to allow for the import. This will facilitate continuous, automated data updates of the information within the Contractor's database pertaining to active users of the secure On-line Uniform Ordering and Database Management System.

- i) Confirmation of the Contractor's inventory control processes to meet the service standards for order processing and delivery (as set out in section 7.2 of the SOW);
- j) Adaptation, as necessary, of the Contractor's database structure and graphical user front- end interface of its secure On-line Uniform Ordering and Database Management System to comply with DFO's defined business rules and requirements for data format (i.e. for User Profile information, uniform allocation rules, etc.) for access to accurate stock availability information, and for consolidating monthly invoicing which will be emailed to each responsibility centre manager.
- k) Confirmation from the Contractor that the DFO's Project Authority will conduct user acceptance testing, and provide approve of the Contractor's secure On-line Uniform Ordering and Database Management System prior to Phase 2. This includes confirmation of all necessary data fields and database contents, such as the allocation system and uniform items;
- l) Capacity to provide training services (as described in section 4.11.1 of the SOW) upon request by the Project Authority via the TA Form issuance process;
- m) Confirming order shipment practices to achieve the most economical means of shipping uniform orders to each delivery location in a timely manner, while also considering ways to reduce package wastage including:
  - i. Agreed upon approach for shipments of partial orders (to reduce order delays);
  - ii. Agreed upon approach to reduce packaging and/or reduce shipping costs, such as multi-packing individual orders within a larger container for a single delivery location.
  - iii. Agreed upon approach to reduce or eliminate the use of single use plastics, or use a more environmentally friendly product (i.e. recyclable).
- n) The proposed Transition-In Plan must include a timeline chart (e.g. Gantt chart).

2.7 Upon DFO 's acceptance of the Contractor's Comprehensive Transition-In Plan (in writing, in order to start implementation of Phase 2), the Contractor must implement the Transition-In Plan.

- a) At the beginning of the Transition-In Period, if required in the event of a change in Contractor:
  - i. The DFO's Project Authority will provide the Contractor with a flat file export or other suitable format which will consist of data records, the database schema and uniform order transaction history, along with other key documents to be used by the Contractor to populate the Contractor's secure On-line Uniform Ordering and Database Management System to ensure accurate and up-to-date information.
  - ii. The Contractor must receive, prepare and be ready for the re-distribution of the Transition-In Inventory from DFO (based upon a review of existing stock levels and overall quality of existing stock levels) no later than two (2) week prior to commencement of Phase 2.

- iii. The Contractor will make arrangement to deliver the Transition In Inventory from the Incumbent Contractor on an agreed upon date.
  - iv. All Fishery Officer uniform items must be incorporated into the Contractor's On-line Uniform Ordering Website and Management System, which must be made available for the DFO Project Authority to test within one hundred and twenty (120) calendar days of Contract award.
  - v. DFO owned inventory (transition-in Inventory) must be the first inventory used when orders are placed. The on-line Uniform Ordering and Database Management System must be capable of assigning no monetary cost (0 dollars) to items that are available through the DFO owned inventory (transition in inventory).
- b) The Contractor's secure On-line Uniform Ordering and Database Management System must fully comply with DFO's requirements by the Transition-In Completion Date (180 calendar days after Contract award).
- i. Provision of an administrator manual (a technical document of how the website functions) and a user manual (how to use the system) for the Contractor's secured On-line Uniform Ordering and Database Management System is to be developed and provided in electronic format and the user manual available on the ordering system;
- c) Formal written acceptance of the Contractor's On-line Uniform Ordering and Database Management System by the DFO Project Authority is required prior to the Service Commencement Date which is also referred to as Phase 2.
- d) One Time Service at Transition-In Phase in the event of a change in Contractor:
- i. The Contractor must provide at least one qualified Clothing Technologist and Textile Technologist to work with DFO during the Transition-In Phase on any issues relating to clothing design and textile suitability in relation to the specifications provided for the Fishery Officer uniform, equipment and accessory components, to facilitate the manufacturing and design requirements of the Uniform Program, and to make recommendations on clothing design and product improvement, ensuring the best component;
  - ii. The Contractor must work with DFO during the Transition-In Phase to develop and design uniform, equipment and accessory components that are not on the specifications list that was provided during the RFP and at contract award.
  - iii. Should the Contractor remain the same, and new uniform items were in development prior to the end of the previous contract, the Contractor will continue to develop these items under the same terms and conditions of the previous contract under which the development of these items originally began.

**3. Phase 2: Service Commencement and On-going Uniform Supply and Management**

The DFO anticipates a period of no more than 180 calendar days will be necessary to complete Phase 1 (the Transition-In of the Contractor's services). If the Contractor needs more time, a written request (provided at least 3 weeks in advance) for additional time with rationale must be submitted to the DFO Project Authority for approval and coordination.

- 3.1 Once the Comprehensive Transition-In Plan and related work set out in Phase 1 has been completed to the satisfaction of DFO and the Contractor's secure On-line Uniform Ordering and Database Management System has been accepted in writing by the DFO Project Authority as

fully functional, Phase 2 service commencement can begin. Users will commence operational usage of the Contractor's secure On-line Uniform Ordering and Database Management System as DFO's primary portal for uniform ordering, supply and management services.

- 3.2 The Contractor must operate, maintain and provide access to the secure On-line Uniform Ordering and Database Management System to all users.
- 3.3 The Contractor must provide on-going Managed Clothing Solution services (as described in section 4.1 of the SOW and in the Appendices), including but not limited to uniform design, professional services, manufacturing or subcontracting, inventory management and warehousing, order processing and supply including distribution, program data management services, quality assurance, invoicing, reporting, customer services and website monitoring during the initial contract, and any extension thereof.
- 3.4 Upon request by the DFO Project Authority there may be additional, related work on an "as and when requested" basis, described in greater detail in section 4.11 of the SOW. These services may be requested by DFO by means of issuance of a Task Authorization (TA) form specifying the scope of work and timelines for completion. Typical examples of such work includes, but is not limited to:
  - a) Modifying DFO's ordering interface to accommodate changes to internal business rules;
  - b) Providing secure destruction of uniform items that cannot be recycled for security reasons;
  - c) Providing additional training sessions to fishery officers and/or uniform program support staff;
  - d) Providing uniform design and re-design services.
- 3.5 DFO reserves the right, at Canada's sole discretion, to add, delete or modify uniform items. Changes may constitute of any of the following:
  - a) Removal of item(s) due to changes in the uniform standards or as a result of consistently poor client reviews and/or historical lack of usage of an item;
  - b) Uniform component redesign; and
  - c) Addition of item(s), due to changes in the Fishery Officer uniform standards or needs.
- 3.6 The Contractor must be in a position to send invoices for any purchases and shipments made to the responsibility centre manager within thirty (30) days of the implementation of Phase 2.

#### 4. Phase 3 - Transition-Out Phase

Upon notification from the DFO Project Authority, the Transition-Out phase of the Contract will begin. During this phase the Contractor must provide support for transition of service delivery to the Successor Contractor.

During the Transition-Out phase, the Contractor must collaborate with DFO and the Successor Contractor, and follow the timeline agreed upon for transition-out to ensure the effective and timely transition from the delivery of services by the Contractor to the delivery of services by the Successor Contractor.

- 4.1 Transition-Out Planning
  - a) Within thirty (30) calendar days of the DFO Project Authority's request, the Contractor must develop a Transition-Out Plan, which must include a strategy to efficiently and effectively transfer all Contract activities (including the transport of DFO owned inventory) to the Successor Contractor, without service disruptions to DFO and its Fishery Officers.

- b) Elements to be included within the Contractor's Transition-Out Plan include the following:
  - i. Approaches to implement the Transition-Out plan;
  - ii. Disposition options of remaining uniform items after contract buyback clause is complete. This disposition must be done in an environmentally and socially responsible manner, as describe at section 4.11.3 Secure Destruction of the Annex A (SOW) and must be agreed upon in writing by the DFO prior to disposition.
  - iii. Confirmation of the format that will be used to transfer to the Successor Contractor all necessary data fields that constitute a Fishery Officer User Profile within the Contractor's secure On-line Uniform Ordering and Database Management System;
  - iv. List of the reports that will be required by the DFO before the end of the contract: orders placed but not yet shipped, orders shipped but not yet invoiced, any outstanding payments, inventory and sales reports required to exercise buy- back requirements, etc.;
  - v. List of communications that will be provided to the DFO team members during the thirty (30) days before the end of the current contract/transition to the Successor Contractor (e.g., pop-up message on the website, speaking points for customer service agents, etc.); and
  - vi. Confirmation of the level of development/status for any items in development/testing phase/or yet to have been entered in the system, if any.
- c) The DFO Project Authority must approve the Transition-Out Plan in writing prior to its implementation by the Contractor.
- d) Upon approval by the DFO, the Contractor must implement the Transition-Out Plan and report to the DFO on a bi-weekly basis (or as requested by the DFO), the status of the Transition- Out Plan activities for which the Contractor is responsible, and report issues or obstacles to meeting the schedule timelines and corrective actions taken.
- e) During the Transition-Out Period, the Contractor must:
  - i. Maintain services to DFO and its users; and
  - ii. Transfer data, documentation and any other required items to the Successor Contractor, as specified by the DFO Project Authority in a timely and secure manner.
- f) Upon notification from the DFO Project Authority, the Contractor will be notified when to stop taking new orders from DFO employees during the Transition-Out period.
- g) The Project Authority will verify the completion of all contractual requirements and review all data, documentation and any other required items returned by the Contractor. DFO will notify the Contractor of where and when the data, documentation and any other required items are to be returned.
- h) During the Transition-Out Period, up to the expiration date of the Contract, the Contractor

must maintain service to DFO, as described in Phase 2, and must transfer data, documentation and any other required items to the DFO Project Authority and/or the Successor Contractor, in a timely and secure manner.

- i) Unless specifically authorized by the DFO, the Contractor must complete all orders received from users during the Contract period even if delivery has to be performed after the end of contract.

4.2 Return of DFO Data and Information

- a) At the end of the Contract Period, the Contractor must return all data they collected during the course of the Contract (such as but not limited to User Profile data and order histories) to DFO in Excel or any other format that the DFO Project Authority may require.

4.3 Timeline

| Deliverable   | Schedule  |
|---|---|
| <b>Phase 1 (Transition-In)</b>  |   |
| Project Coordination Meeting(s)   | Commencing within two (2) weeks of Contract award, and as requested by the DFO Project Authority                              |
| Recommendation of how to transfer FISHERY OFFICE owned inventory to the Contractor's location   | Within twenty-one (21) calendar days following Contract award   |
| Contractor's Comprehensive Transition-In Plan   | Within thirty (30) calendar days following Contract award   |
| FISHERY OFFICER Transition-In Inventory received by Contractor, warehoused and ready for distribution by the Contractor                                     | In accordance with the Comprehensive Transition-In Plan, but no later than two (2) week prior to the beginning of Phase 2     |
| Fishery Officer Data Created in the Contractor system/database  | In accordance with the Comprehensive Transition-In Plan   |
| Beta testing of the On-line Uniform Ordering and Database Management System   | In accordance with the Comprehensive Transition-In Plan, this generally takes place between (90-120) days post Contract award |
| Approval of the On-line Uniform Ordering and Database Management System by the DFO Project Authority signifying completion of Phase 1 and launch of Phase 2 | Within (180) calendar days of Contract award  |

|   |  |
|---|--|
| User Training Support   | As requested by the DFO Project Authority  |
| Phase 1 Progress Reports of work completed to date                                    | Bi-weekly or as requested by the Project Authority   |
| <b>Phase 2 (Service Commencement and On-going Managed Clothing Solution services)</b> |  |
| Service Commencement Date   | Within (180) calendar days after Contract award  |
| On-going Provision of Uniform Supply and Management Services;                         | As per the timeline established in the Contract Performance and Service Standards of the SOW |
| Progress Reports of work completed to date  | As per Contract or as requested by the DFO Project Authority                                 |
| Operational/Update Meetings   | Every week   |
| Action Item Report  | Action item report send by end of day the day prior to the weekly meeting                    |
| KPI Meetings  | Monthly  |
| KPI Reports   | KPI reports send by end of day the day prior to the monthly meeting                          |
| Contract and Technical Review Face-to-Face Meetings                                   | Every six (6) months, or as requested by the DFO Project Authority                           |
| Contract and Technical Review Meeting Agendas   | Distributed by the Contractor at least one (1) week prior to a scheduled meeting             |
| Contract and Technical Review Meeting Minutes   | Distributed by the Contractor within two (2) weeks after meeting date                        |
| Ongoing Reports   | Refer to Appendix 4 – Reports and Key Performance Indicators                                 |
| <b>Phase 3 (Transition-Out)</b>   |  |

|   |  |
|---|--|
| Contractor Transition-Out Plan  | Within thirty (30) business days of request by the DFO Project Authority |
| Transfer back of all FISHERY OFFICER data   | In accordance with the Transition-Out Plan                               |
| Transfer of all existing uniform stock included within the Inventory Buy-Back (including any bulk fabric optioned by DFO) | In accordance with the Transition-Out Plan                               |

## APPENDIX 4

### REPORTS AND KEY PERFORMANCE INDICATORS

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## 1. Reporting and Analysis

The Contractor must provide reports and analysis for any data collected and stored related to its provision of Managed Clothing Solution services to DFO.

The Contractor must establish or possess, use and maintain a computerized tracking system suitable for immediate, up-to-date reporting, for the report types listed below. The Contractor must provide reports according to the identified reporting frequency, in an agreed-upon electronic format which must be compatible with Fisheries and Oceans systems (e.g. Microsoft Word and/or Excel).

Reporting requirements include, but are not limited to, the report types listed below. Other reports can be deemed required by DFO the life of the contract.

Timelines for delivery of reports may vary by type, but must be provided within five (5) working days of being requested by DFO, or on a monthly-basis, at the date agreed upon by DFO and the Contractor at the beginning of the contract.

Reports that contain a PRI numbers and are transferred via email to DFO must be secured by a password.

Reports should be accompanied by comprehensive tables, charts or graphs (colour-coded, clearly labelled, with titles, etc.) when deemed useful and as agreed upon by DFO and the Contractor at the beginning of the contract.

## 2. Online Reports

The following reports must be made available online, in real-time, to the individuals indicated in brackets for each report (all fishery officers with a uniform profile, Responsibility Centre Manager and/or Program Administrators). Fishery officers will only see their own PRI, and must never see the PRI of another fishery officer. The RCM will have access to all the data on fishery officers. Program Administrators must be able to access all required data for all fishery officers. All online reports must have multiples search parameters, and must be exportable to an Excel spreadsheet.

### 2.1 Orders Report (Responsibility Centre Managers and Program Administrators)

This report shows the orders placed on the Contractor's On-line Uniform Ordering and Database Management System. The RCM and Program Administrator can see all orders.

The searchable parameters must be:

- PRI
- First Name
- Last Name
- Uniform Allocation (refer Appendix 1)
- Order Type
  - Initial Kit Order
  - Allocation System Order
  - Personalized no allocation withdrawal
  - Personalized orders with allocation withdrawal
  - Individual orders
  - Personalized other allotment
  - Order against a return
  - Bulk orders
  - Returns
  - Measuring packages
- Order Status

- All
- Shipped
- Hold
- Pending
- Hold and Pending
- Item Number
- Responsibility center (a drop down menu with search parameters)
  - Cost centre
  - Pre-created responsibility centre list
- Order Entry Date
- Active Fishery officer
  - Yes
  - No
  - Both

The following data must appear in the search results:

- Name (of the Fishery Officer)
- Uniform Allocation
- Order Entry Date
- Expected Order Delivery Date
- Order Number (clickable)
- Order Type Description
- Item Number
- Specific NSN
- Size
- Item Description
- Quantity Ordered/Returned
- Quantity Shipped
- Responsibility center
- Placed By
- Item Price
- Fishery officer Active (Yes or No)
- Order Status
- Shipment Date

## 2.2 Invoicing Report

- This report must provide a detailed list of all invoices and credits sent to RCMs since the beginning of the contract. A RCM can only view data for themselves; a Program Administrator can see all data.

The searchable parameters must be

- Invoice number
- Order number
- PRI
- First Name
- Last Name

- Invoice status (paid or awaiting payment)
- Invoice Date
- Date Sent

The following data must appear in the search results:

- Paid (yes or no)
- Invoice Number
- Invoice Date
- Date Sent
- PRI
- First Name
- Last Name
- Email
- Sub-total
- Shipping fees
- Taxes
- Total

### **2.3 Items not Invoiced Report (Responsibility Centre Managers and Program Administrators)**

- This report shows orders that will be invoiced to DFO, but invoices have not yet been prepared or sent out. A RCM can only view data for themselves or fishery officers under their responsibility; a Program Administrator can see all data.
- The report includes:
  - Items that were shipped but have yet to be invoiced (e.g. invoices for orders shipped over the past month);
  - Orders that are pending shipment or currently in transit; and
  - Orders that were placed manually on hold (e.g. upon request from a fishery officer, a RCM or a Program Administrator).
- The searchable parameters must be:
  - Cost centre (with a searchable responsibility centre list); and
  - Responsibility Centre Manager (drop down menu with list of RCMs).
- The following data must appear in the search results:
- Order Number (clickable)
- Fishery officer's PRI (clickable)
- Order Date
- Cost centre
- Responsibility Centre Manager's PRI (clickable)
- Reason code description
- Year
- Return (yes or no)
- Allotment class
- NSN Specific
- Item Description

- Quantity
- Unit Price
- Line Total

#### 2.4 Remaining Allocations Report (Responsibility Centre Manager and Program Administrators)

- This report shows:
  - Fishery officer Uniform orders during the current fiscal year; and
- The RCM and Program Administrator can see all data, The following data must appear in the search results:
- The following data must appear in the search results:
  - PRI (clickable) and name of the fishery officer
  - Uniform Allocation (refer to Appendix 1)
  - Status (Active or inactive)
  - PRI (clickable) and name of the Responsibility Center Manager
  - Allocation spent

#### 2.5 Population Reports (Program Administrators)

- This report shows the population (number of fishery officers) within Fisheries and Oceans Canada.
- By default, only fishery officers are included in the data (except for when you choose the “Active” search parameter, then you see the number of inactive fishery officers as well).
- The following search criteria are available:
  - Position Title
  - Hierarchy Code
  - Active
- Numerical data (e.g. number of fishery officers vs. number of inactive, or number of fishery officers in core uniform vs. in avalanche allocation) appears as results.

#### 2.6 Desynchronized Fishery officers Report (Program Administrators) This report shows fishery officer profiles that will not be updated by the weekly HR download because one or more of the key fields in their profile has been modified.

- Name of person who made the change that caused the de-synchronization
- Updated field(s) that caused the de-synchronization

### 3. Monthly Reports

The following report must be provided on a **Monthly-basis** (by end of day the day before the weekly meeting):

#### 3.1 Action Items Report (also referred to as “task list”) (sent via email to Program Administrators)

- The Contractor must prepare, deliver and maintain an up-to-date action items report (task list) to monitor and record issues.

- The task list must include:
  - Action item
  - Details of action item
  - Priority level (low, medium, high)
  - Date of request
  - Due date
  - Completion date
  - Person responsible for the action item
  - Status (ongoing, completed)
  - Comments
  
- Once a task has been completed, it is to be moved to the completed list tab.
  
- The Contractor must document and record all pertinent information discussed during the Monthly meeting as mutually agreed upon with DFO and retain such information in the task list. This report is subject to review by DFO and the Contractor must reflect changes resulting from the review.

#### 4. Quarterly Reports

The following reports must be provided on a Quarterly-basis, on the date agreed upon by C&P and the Contractor at the beginning of the contract:

##### 4.1 Inventory Levels Report

The Contractor must report on inventory quantities in stock showing all current inventory (Contractor-Owned and DFO -Owned) levels by uniform item and size. This report must show the following, per uniform item:

- Item Number
- Item Name
- Quantity Available
- Quantity on Purchase Order
- Quantity Sold (but not yet shipped)
- Overall Inventory (this equals = available + purchase order – sold)
- Total sold per Year

This report must also include raw material inventory:

- Item Number
- Description
- Item Number(s) that Use this Material
- Quantity Available
- Quantity on Purchase Order
- Overall Inventory (this equals = available + on purchase order)
- Minimum Order
- Production Time

##### 4.2 Status of Backordered Items Report

The Contractor must report on the cumulative total of all outstanding backordered items for the reporting period.

The detailed information must include, but is not limited to:

- Item Number(s)
- Size
- Initial Order Date(s) of Backordered Items
- Date(s) Backordered Items will be Shipped
- Length of Backordered Period

#### **4.3 Order Processing Times Report**

The Contractor must report on all deliveries made to all fishery officers, indicating the type of order, order date, and shipping date.

This report must clearly identify which orders were within and outside of the Order Processing Times described in section 7.2 of the SOW.

#### **4.4 Customer Service Report**

The Contractor must report on the quality of customer service regarding the response to Fisheries and Oceans Canada fishery officer queries.

This report must include:

- Number of queries received (by date or month)
- Number of queries responded to, by phone, by email, by fax and for any other form of customer service that may be provided (e.g. livechat);
- Length of time to respond (e.g. waiting time on phone, delay in hours or days between reception of email and reply, etc.);
- Average time (in minutes) spent on phone or on any other customer service type that is provided (e.g. live chat)
- Average number of emails to resolve a query;
- Number of queries closed (resolved);
- Number of queries open (unresolved); and
- Top 10 query subject areas.

#### **4.5 Unpaid invoices and invoices of the month Report**

This report, to be sent on the 16<sup>th</sup> of each month, must provide a detailed list of all invoices and credits sent to the RCM for orders that have been shipped the previous month, as well as all invoices from previous months that have yet to be paid or credited.

It must include the following:

- Invoice Number
- Invoice Date
- Date Sent
- Consignee Code
- City
- Province
- Fund Centre Subtotal
- Applicable Taxes
- Total

#### **4.6 Key Performance Indicators Report**

This report must include graphics such as pie charts, bar graphs etc., for ease of reference and understanding that include the following data:

1. Total sales per volume or quantity
  - shown per volume/quantity
  - per month
  - colour-coded per year
2. Total sales per dollar value
  - bars show dollar value per month
  - lines show cumulative sales spend per year
  - each are colour-coded per year
3. Order processing times, as stated in the SOW, section 7.2
  - shown by order type
  - dollar value of order
  - quantity of items in order
  - date ordered
  - date shipped (if partial shipments, must itemize all items and dollar values per shipping dates), if order is waiting to be shipped indicate 'not complete'
4. On-time delivery, as stated in the SOW, section 7.2
  - shown 'by the week' along x axis
  - as a 'percentage met' along y axis
  - with each line indicating a separate year
5. Back order items
  - shown per volume
  - per week
  - colour coded per number of days (e.g. on backorder for 1-7 days, 8-15 days, 16-30 days, etc.)
6. Inventory per dollar value
  - shown per dollar value
  - per month
  - colour coded per number of months (e.g. in inventory for 6-9 month, 9-12 months, etc.)
7. Inventory turns
  - shown per number of inventory turns
  - per month
  - colour-coded per year
8. Finished Products Forecast Includes:
  - Item number
  - Item name
  - Sizes
  - Quantity available
  - On Purchase Order (PO)

- Sold
- Overall +/- (available + PO – Sold)
- Totals sold in previous years
- Delivery date of finished good

9. Raw Materials Report Includes:

- Material description
- All items made from that material by item number
- Quantity of raw material available (by meter or yield)
- Awaiting/on PO
- Total (quantity available + on P.O)
- Anticipated delivery
- Meter or yield required per item

**5. Bi-Annual Reports**

The following reports must be provided on a quarterly-basis, on the date agreed upon by DFO and the Contractor at the beginning of the contract.

**5.1 Error Free Order Processing Services Report**

The Contractor must report on all deliveries made to all fishery officers, indicating the type of order, order date, and shipping date, including partial shipment.

The report should allow sorting by:

- Number of error free orders
- Number of orders with errors
- Type of error (e.g. wrong size sent, wrong item sent, wrong quantity sent, etc.)

**5.2 On-line Ordering Website Analytics**

The Contractor must report on website traffic. The report is to include visuals such as graphs.

The report must include:

- Total visits to the ordering website (site traffic)
- Total number of clicks a link receives
- Average Click Through Rate
- Average session duration
- Page views per visit
- Top searches / viewed item
- Most popular day orders are placed
- Most popular time of day orders are placed
- Average order value
- Total number of transitions
- Conversion rate
- Live chat sessions initiated (if applicable)

**6. Annual Reports**

The following report should be provided on an annual basis or upon DFO request:

The Contractor must report, on an annual basis or upon DFO request:

- The quantities of uniform items ordered that fall outside the range(s) of standard

sizing (i.e. made-to-measure orders);

- Periodic measurement analysis on Fishery Officer user profiles;
- Periodic adjusts to its standard sizing charts to include all ordered items that fall outside the existing sizing chart ranges.

## **7. As and When Requested Reports**

The following reports should be provided upon request by DFO, within five (5) working days of the request being made:

### **7.1 Uniform Sales Report (Contractor-owned and DFO - owned)**

The Contractor must report on sales by:

- Uniform Item
- Employee Position/Role
- Consignee Code
- Responsibility Centre
- Quantities per Size
- Contractor-Owned and/or C&P-Owned Inventory

### **7.2 Returns Report**

The Contractor must report on all return transactions from Fishery Officers. At a minimum, the following information must be captured:

- Fishery officer Name
- Return Order Number
- Item Name
- Number of Item Returned
- Date of Receipt of Return
- Reason for Return
- Resolution Taken
- Date of resolution (e.g. date replacement items were shipped)
- Cost to Fisheries and Oceans Canada (if applicable and identifiable), such as return shipping due to user error when ordering

### **7.3 Customer Satisfaction Report**

Complaints received by the Contractor's Customer Service department are to be tracked. A complaint would be considered topics for which no resolution could be taken as part of the regular process (ex: a return would not be considered a complaint), and for which a course of action should be discussed between the Contractor and DFO.

The Contractor must report on:

- Date and source of complaint
- Description or an order number for which the complaint was received
- Detailed summary of the complaint
- Action taken to address the complaint
- date resolved if applicable

### **7.4 Client Survey Feedback Report (for item in development being tested by Fisheries and Oceans Canada)**

- The Contractor must provide a summary of the information collected and received from the completed client feedback surveys.

### **7.5 Cancelled Orders Reports**

The Contractor must provide a detailed list of orders that were canceled by the contractor for the following two reasons:

1. Fishery officers who have placed an order is inactive in the system for more than 90 days; and
2. Fishery officers who have placed an order were active but their profile was L or P (on Leave of absence, Leave with Pay, ) for more than 12 months.

## **8. As and When Required Reports**

The following reports must be provided to DFO as soon as an occurrence occurs.

### **8.1 Production Problem Report**

This report must be provided to DFO as soon as the Contractor runs into a production or supply chain problem or shortage which may impact its ability to perform the Work set out in this SOW.

The Contractor must track and report on production problems, shortages, delays and other significant issues which may impact the Contractor's ability to provide the items to Fishery Officers as set out in the SOW.

Should this occur, the Contractor must first notify DFO in writing.

After notification to DFO has been made, the Contractor must submit a problem report, which would include, but is not limited to:

- Nature of the problem;
- Why the problem occurred;
- Uniform items affected by the problem; and
- Proposed resolution and resolution date.

### **8.2 Problem and Outage Report**

This report must be provided to DFO as soon as the Contractor experiences disruptions to its on-line ordering system and/or its customer service department that affect the ability of Fishery Officers to order uniforms on-line or reach customer service by phone, e-mail, or live chat.

This includes, but is not limited to:

- Internet connectivity downtime
- Other internet-related problems
- Telephone switch downtime
- Other telephone-related problems
- Power outages
- Building access problems
- Availability of staff
- Building evacuations The report must include:
  - Date
  - Time
  - Duration of outage
  - Detailed description of the issue
  - Resolution, follow-up and future corrective actions to be taken

## **9. End of Contract Reports**

The following reports should be provided at least one month before the end of the Contract or

upon DFO request:

- Orders placed but not yet shipped
- Orders shipped but not yet invoiced
- Outstanding payments from C&P
- Inventory and sales reports required to exercise buy-back requirements if applicable

**10. Incident Reports**

Any security incidents related to physical tangible assets (e.g. pants, shirt or a combination thereof) on the Contractor's premises and during delivery to the DFO client must be reported as soon as possible to the DFO Project Authority.

The Contractor must maintain a log of all incidents of loss or theft of the physical tangible assets (e.g. pants, shirt or a combination thereof) for the period of the contract and for one year after the expiration or termination of this contract in order to provide support for investigations if and as required by the DFO Project Authority.

**11. Reports Processing Time**

| Report Name  | Maximum Acceptable Processing Time |
|--|------------------------------------|
| Orders Report  | Real time, online                  |
| Items not Invoiced Report  | Real time, online                  |
| Remaining Allocations Report   | Real time, online                  |
| Population Reports   | Real time, online                  |
| Desynchronised Fishery officers Report   | Real time, online                  |
| Action Items Report  | Monthly                            |
| Inventory Levels Report  | Monthly                            |
| Status of Backordered Items Report   | Monthly                            |
| Order Processing Times Report  | Monthly                            |
| Customer Service Report  | Monthly                            |
| Invoicing Report   | Monthly                            |
| Key Performance Indicators Report  | Monthly                            |
| Error Free Order Processing Services Report  | Quarterly                          |
| On-line Ordering Website Analytics   | Quarterly                          |
| Annual Report (quantities of uniform items ordered that fall outside the range(s) of standard)   | Annual or upon DFO request         |
| Annual Report (periodic measurement analysis on Fishery Officer user profiles)   | Annual or upon DFO's request       |
| Annual Report (periodic adjusts to its standard sizing charts to include all ordered items that fall outside the existing sizing chart ranges) | Annual or upon DFO's request       |
| Uniform Sales Report   | As and when Requested by DFO       |
| Returns Report   | As and when Requested by DFO       |

|  |  |
|--|--|
| Customer Satisfaction Report   | As and when Requested by DFO   |
| Client Survey Report   | For items in development and being tested by Fishery Officers.<br>As and when Requested by DFO |
| Cancelled Orders Report  | As when Requested by DFO   |
| Production Problem Report  | As and when Required   |
| Problem and Outage Report  | As and when Required   |
| End of Contract Report (Orders placed but not yet shipped)   | One month prior to contract end or when requested by DFO                                       |
| End of Contract Report (Orders shipped but not yet invoiced)   | One month prior to contract end or upon DFO's request  |
| End of Contract Report (Outstanding payments from DFO)   | One month prior to contract end or upon DFO's request  |
| End of Contract Report (Inventory and sales reports required to exercise buy- back requirements if applicable) | One month prior to contract end or upon DFO request  |
| Security Reports   | As soon as an incident occurs  |
| Service Delivery report  | Quarterly or upon request  |
| Usage report   | Upon Request   |

**APPENDIX 5  
PROFESSIONAL SERVICES CLASSIFICATIONS**

**TABLE OF CONTENTS**

**1. CORE MANAGEMENT TEAM**

- 1.1 PROJECT MANAGER
- 1.2 INVENTORY/PURCHASING MANAGER
- 1.3 CUSTOMER SERVICE MANAGER

**2. OTHER PROFESSIONAL SERVICES (AS AND WHEN NEEDED)**

- 2.1 CONTRACT MANAGER
- 2.2 WAREHOUSE / QUALITY CONTROL MANAGER
- 2.3 FINANCIAL SPECIALIST
- 2.4 INFORMATION TECHNOLOGY SPECIALIST
- 2.5 DESIGNER
- 2.6 TECHNICAL WRITER
- 2.7 TEXTILE TECHNOLOGIST

In addition to the above Resources, the Contractor must provide a sufficient number of Resources, with sufficient qualifications to complete the work assigned to them in the time allotted. The Contractor must determine the number of staff, qualifications, and categories of resources required to perform the Work identified in the Contract.

## 1. Core Management Team

### 1.1 Project Manager

| <b>PROJECT MANAGER</b>   |   |
|--|---|
| <b>MANDATORY REQUIREMENTS</b>  |   |
| <b>Resource Category</b>   | Business  |
| <b>Security Clearance at RFP closing</b>   | Reliability Status  |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>  | 5 years in the last 10 years  |
| <b>Number of years of Clothing and Textile Industry Expertise</b>  | Not mandatory but relevant experience will be rated   |
| <b>Reference Projects Required</b>   | 2 projects  |
| <b>Profile of Qualifications Required</b>  | Yes   |
| <b>Education</b>   | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience.  |
| <b>Certification</b>   | Project Management Professional (PMP)<br>PMP certification is desirable and additional points will be allocated to those who provide proof of PMP certification   |
| <b>Language</b>  | Fluent in one of the two official languages of Canada, and functional in the other.   |
| <b>RATED REQUIREMENTS</b>  |   |
| The Project Manager should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below. |   |
| <b>General Experience</b>  | <ul style="list-style-type: none"> <li>a) Experience as a Project Manager for two projects of comparable scope and value;</li> <li>b) Experience interacting with team members, clients, and all other project management roles while ensuring project goals and objectives are achieved, and that issues are addressed and resolved;</li> <li>c) Experience gathering and organizing information in support of updates to documentation;</li> <li>d) Experience analyzing reason for discrepancies and identifying a course of action;</li> <li>e) Experience in configuration management, including verification of item configuration and establishment of baseline configurations;</li> </ul> |

|   |   |
|---|---|
|   | <p>f) Experience attending meetings and reporting to client as required</p> <p>g) Experience in managing an online ordering system;</p> <p>h) Experience monitoring the transfer of activities ensuring clear communication between the different stakeholders involved;</p>  |
| <b>Clothing and Textile Industry Project Experience</b> | <p>The Project Manager should have experience on a minimum of two (2) supply chain and uniform management services projects similar in scope and scale as DFO that include managing the project during the transition-in, service commencement and ongoing operations and service phases by ensuring that resources are available, and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.</p> |

## 1.2 Inventory/Purchasing Manager

| <b>INVENTORY/PURCHASING SPECIALIST</b>  |  |
|---|--|
| <b>MANDATORY REQUIREMENTS</b>   |  |
| <b>Security Clearance at RFP closing</b>  | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | Not mandatory but relevant experience will be rated  |
| <b>Reference Projects Required</b>  | 2 projects   |
| <b>Profile of Qualifications Required</b>   | Yes  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>   | Fluent in English and/or in French   |
| <b>RATED REQUIREMENTS</b>   |  |
| <p>The Inventory/Purchasing Specialist should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below.</p> |  |

|   |   |
|---|---|
| <b>General Experience</b>                               | <ul style="list-style-type: none"> <li>a) Experience in planning and coordinating procurement activities including financial estimates and business requirements;</li> <li>b) Experience in planning, coordinating, preparing and controlling purchase orders and documentation to ensure inventory correspond to the Client's needs and plan;</li> <li>c) Experience in identifying potential problems and propose solutions;</li> <li>d) Experience in preparing a company to transition to a change in service and in managing the transfer of inventory by establishing procedures to ensure a smooth transfer of inventory and information.</li> </ul> |
| <b>Clothing and Textile Industry Project Experience</b> | The Inventory/Purchasing Specialist resource should demonstrate experience managing a minimum of two (2) supply chain management contracts in this function. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.  |

### 1.3 Customer Service Manager

| <b>CUSTOMER SERVICE MANAGER</b>   |  |
|---|--|
| <b>MANDATORY REQUIREMENTS</b>   |  |
| <b>Security Clearance at RFP closing</b>  | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | Not mandatory but relevant experience will be rated  |
| <b>Reference Projects Required</b>  | 2 projects   |
| <b>Profile of Qualifications Required</b>   | Yes  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>   | Fluent in both official languages (English and French)   |
| <b>RATED REQUIREMENTS</b>   |  |
| The Customer Service Manager should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below. |  |

|                           |  |
|---------------------------|--|
| <b>General Experience</b> | <ul style="list-style-type: none"> <li>a) Experience in customer services and front-line operations, via phone and emails;</li> <li>b) Experience in managing a team of customer service agents, including the delivery of training and regular communications to ensure customers contacting them receive the appropriate answers;</li> <li>c) Experience in identifying issues, analyzing them, proposing solutions and transferring them to other staff when appropriate;</li> <li>d) Experience in managing a high level of complex requests;</li> <li>e) Experience in maintaining liaison with clients and technical staff to communicate the status of problem resolution to network users; log and track requests for assistance.</li> </ul> |
| <b>Project Experience</b> | The Customer Service Manager resource should demonstrate experience in a minimum of two (2) supply chain management contracts in this function. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.  |

**2. Other Professional Services (as and when needed)**

**2.1 Contract Manager**

| <b>CONTRACT MANAGER</b>   |  |
|---|--|
| <b>MANDATORY REQUIREMENTS</b>   |  |
| <b>Security Clearance at RFP closing</b>  | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | Not mandatory but relevant experience will be rated  |
| <b>Reference Projects Required</b>  | 2 projects   |
| <b>Profile of Qualifications Required</b>   | Yes  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>   | Fluent in one of the two official languages of Canada, and functional in the other.  |
| <b>RATED REQUIREMENTS</b>   |  |
| The Contract Manager should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below. |  |

|   |  |
|---|--|
| <b>General Experience</b>                               | <ul style="list-style-type: none"> <li>a) Experience as a Contract Manager for two (2) projects of comparable scope and value;</li> <li>b) Experience managing sub-contractor business relationships while ensuring contract requirements are met and transparency to client;</li> <li>c) Experience interacting with team members, client representatives, and other project managers for the different components of a project to address issues and concerns, analyze the issues, recommend a course of action and to ensure client satisfaction with the service provided</li> <li>d) Experience monitoring and meeting key indicators in contract delivery, ensuring action is taken to address risk factors, and performance measurements framework is adhered to;</li> <li>e) Experience monitoring established processes to ensure compliance with the contract;</li> <li>f) Experience in preparing a company to transition to a change in service</li> </ul> |
| <b>Clothing and Textile Industry Project Experience</b> | The Contract Manager should demonstrate experience in managing two (2) supply chain management contracts. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.  |

## 2.2 Warehouse / Quality Control Manager

| <b>WAREHOUSE / QUALITY CONTROL MANAGER</b>   |  |
|--|--|
| <b>MANDATORY REQUIREMENTS</b>  |  |
| <b>Security Clearance at RFP closing</b>   | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>  | 5 years in the last 10 years   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>  | Not mandatory but relevant experience will be rated  |
| <b>Reference Projects Required</b>   | 2 projects   |
| <b>Profile of Qualifications Required</b>  | Yes  |
| <b>Education</b>   | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>  | Fluent in English and/or in French   |
| <b>RATED REQUIREMENTS</b>  |  |
| The Warehouse/Quality Control Manager should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below. |  |

|                           |   |
|---------------------------|---|
| <b>General Experience</b> | <ul style="list-style-type: none"> <li>a) Experience in receiving, warehousing, material handling and distribution operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures;</li> <li>b) Experience in warehousing operations and contents and in establishing and monitoring security procedures and protocols;</li> <li>c) Experience in controlling inventory levels by conducting physical counts and reconciling with data storage system;</li> <li>d) Experience in completing warehouse operational requirements to the Client's satisfaction by scheduling and assigning fishery officers; following up on work results;</li> <li>e) Experience in creating and maintaining Operational KPIs.</li> </ul> |
| <b>Project Experience</b> | <p>The Warehouse / Quality Control Manager should demonstrate experience managing a minimum of two (2) large-scale supply chain management contracts in this function. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.</p>  |

### 2.3 Financial Specialist

| <b>FINANCIAL SPECIALIST</b>  |  |
|--|--|
| <b>MANDATORY REQUIREMENTS</b>  |  |
| <b>Security Clearance at RFP closing</b>   | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>  | 5 years in the last 10 years   |
| <b>Reference Projects Required</b>   | 2 projects   |
| <b>Profile of Qualifications Required</b>  | Yes  |
| <b>Number of years of Clothing and Textile Industry Expertise</b>  | Not mandatory but relevant experience will be rated  |
| <b>Education</b>   | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>  | Fluent in English and/or in French   |
| <b>RATED REQUIREMENTS</b>  |  |
| <p>The Financial Specialist should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Concrete examples must be provided to demonstrate experience as listed below.</p> |  |

|                           |   |
|---------------------------|---|
| <b>General Experience</b> | <ul style="list-style-type: none"> <li>a) Experience developing and implementing financial procedures;</li> <li>b) Experience tracking cost and reporting;</li> <li>c) Experience in invoicing a highly decentralized organization and making sure invoices, credits, payments and processes are accurate and effortless for the customers;</li> <li>d) Experience attending meetings and reporting to client as required;</li> <li>e) Experience planning and coordinating financial management activities including financial estimates and business requirements.</li> </ul> |
| <b>Project Experience</b> | The Financial Specialist should demonstrate experience managing the financial aspect of a minimum of two (2) large-scale supply chain management contracts. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.   |

#### 2.4 Information Technology Specialist

| <b>INFORMATION TECHNOLOGY SPECIALIST</b>  |  |
|---|--|
| <b>MANDATORY REQUIREMENTS</b>   |  |
| <b>Security Clearance at RFP closing</b>  | Reliability Status   |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years   |
| <b>Reference Projects Required</b>  | 2 projects   |
| <b>Profile of Qualifications Required</b>   | Yes  |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | Not mandatory but relevant experience will be rated  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience. |
| <b>Language</b>   | Fluent in English and/or in French. Bilingualism will be considered as an asset.   |
| <b>RATED REQUIREMENTS</b>   |  |
| The Information Technology Specialist should demonstrate experience in the activities described below. Experience in clothing industry is desirable and additional points will be allocated to resources who demonstrate their experience in this field. Bilingualism will also be considered an asset. Concrete examples must be provided to demonstrate experience as listed below. |  |

|                           |   |
|---------------------------|---|
| <b>General Experience</b> | <ul style="list-style-type: none"> <li>a) Experience in establishing an online ordering system;</li> <li>b) Experience creating and modifying code and software;</li> <li>c) Experience creating and modifying screens and reports;</li> <li>d) Experience gathering and analyzing data to conduct studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications;</li> <li>e) Experience producing forms, manuals, programs, data files, and procedures for systems and/or applications;</li> <li>f) Experience verifying accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;</li> <li>g) Experience correcting program errors by revising instructions or altering the sequence of operations;</li> <li>h) Experience testing instructions, and assembling specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.</li> <li>i) Experience compiling reports and responding to client inquiries as required.</li> </ul> <p>Specialties could include but are not limited to:</p> <p>ActiveX, ADS, ASP, BPWin, C++, CICS, Cold Fusion, CORBA, Crystal Reports, Delphi, EbXML, ERWin, HML, HTML, IBM DB2, IDMS, Impromptu, IMS, Informix, Ingres, J2EE, Java, JavaScript, JDBC, JSP, MIL-STD-498, MS Access, MS SQL, .NET, Netron/CAP, ODBC, OLAP, Oracle, Oracle CASE, Oracle Financials, Perl, PHP, PL/SQL, PowerBuilder, Rational Rose, RPG, RUP, SAP, SQL Server, SQL*DBA, SQL*Forms, SQL*Menu, SQL*Net, SQL*Plus, SQL*Report, Sybase, TCP/IP, Unisys DBII, Unix, Visual Basic, Visual C++, XML</p> |
| <b>Project Experience</b> | <p>The Information Technology Specialist should demonstrate experience developing and managing an on-line ordering system of a minimum of two (2) large-scale supply chain management contracts. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.</p>  |

**2.5 Designer**

| <b>DESIGNER</b>   |                              |
|---|------------------------------|
| <b>MANDATORY REQUIREMENTS</b>   |                              |
| <b>Security Clearance at RFP closing</b>  | Reliability Status           |
| <b>Number of years in this specific category performing activities similar to those described in this table</b> | 5 years in the last 10 years |
| <b>Reference Projects Required</b>  | 2 projects                   |

|   |   |
|---|---|
| <b>Profile of Qualifications Required</b>   | Yes   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | 5 years in the last 10 years  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience.  |
| <b>Language</b>   | Fluent in English and/or in French  |
| <b>RATED REQUIREMENTS</b>   |   |
| The Designer should demonstrate experience in the activities described below. Experience in clothing industry is mandatory. Concrete examples must be provided to demonstrate experience as listed below. |   |
| <b>General Experience</b>   | <ul style="list-style-type: none"> <li>a) Experience managing the design and development of clothing;</li> <li>b) Experience preparing new clothing production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;</li> <li>c) Experience reviewing and analyzing vendors and manufacturers clothing samples and testing results for compliance with given specifications and testing standards;</li> <li>d) Experience preparing Design Brief for the design and purchase of prototypes and (or) samples;</li> <li>e) Experience investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine their legitimacy and to make recommendations for reply;</li> <li>f) Experience creating or recommending revision of clothing scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;</li> <li>g) Experience evaluating prototypes and commercial products to determine suitability;</li> <li>h) Experience evaluating clothing against technical specifications;</li> <li>i) Experience preparing or revising clothing information manuals and instructor manuals;</li> <li>j) Experience researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for clothing.</li> </ul> |
| <b>Project Experience</b>   | The Designer resource should demonstrate experience managing the design aspect of a minimum of two (2) large-scale supply chain management contracts. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.   |

2.6 Technical Writer

| <b>TECHNICAL WRITER</b>   |   |
|---|---|
| <b>MANDATORY REQUIREMENTS</b>   |   |
| <b>Security Clearance at RFP closing</b>  | Reliability Status  |
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years  |
| <b>Reference Projects Required</b>  | 2 projects  |
| <b>Profile of Qualifications Required</b>   | Yes   |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | 5 years in the last 10 years  |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience.  |
| <b>Language</b>   | Bilingual (French and English)  |
| <b>RATED REQUIREMENTS</b>   |   |
| The Technical Writer should demonstrate experience in the activities described below. Experience in clothing industry is mandatory. Concrete examples must be provided to demonstrate experience as listed below. |   |
| <b>General Experience</b>   | <ul style="list-style-type: none"> <li>a) Experience analyzing material, such as specifications (technical Statement of Work/Requirement), notes, drawings, writing manuals, user guides and other documents to explain the requirement clearly and concisely;</li> <li>b) Experience writing, translating, modifying, validating and/or compiling documents such as technical publications, specifications, items descriptions, etc.;</li> <li>c) Experience creating accurate, complete and concise documentation to communicate the needs of the requirement;</li> <li>d) Experience in assimilating and conveying technical material in a concise, effective manner.</li> </ul> |
| <b>Project Experience</b>   | The Technical Writer should demonstrate experience in a minimum of two (2) large-scale supply chain management contracts in this function. Resume must clearly show the extent of experience acquired and where and when this experience was acquired.  |

2.7 Textile Technologist

| <b>TEXTILE TECHNOLOGIST</b>              |                    |
|--|--------------------|
| <b>MANDATORY REQUIREMENTS</b>            |                    |
| <b>Security Clearance at RFP closing</b> | Reliability Status |

|   |  |
|---|--|
| <b>Number of years in this specific category performing activities similar to those described in this table</b>   | 5 years in the last 10 years   |
| <b>Reference Projects Required</b>  | 2 projects   |
| <b>Profile of Qualifications Required</b>   | Yes  |
| <b>Number of years of Clothing and Textile Industry Expertise</b>   | 5 years in the last 10 years   |
| <b>Education</b>  | Graduation with a university degree or college diploma from a recognized post-secondary institution, or an acceptable combination of education, training, and/or experience.   |
| <b>Language</b>   | Fluent in English and/or in French   |
| <b>RATED REQUIREMENTS</b>   |  |
| The Textile Technologist should demonstrate experience in the activities described below. Experience in clothing industry is mandatory. Concrete examples must be provided to demonstrate experience as listed below. |  |
| <b>General Experience</b>   | <ul style="list-style-type: none"> <li>a) Experience supporting the design and development of textiles;</li> <li>b) Experience reviewing and analysing vendors and manufacturers textile samples, and testing results for compliance with given specifications and testing standards;</li> <li>c) Experience researching technical data to confirm accuracy and updating specifications, as required on these findings;</li> <li>d) Experience investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;</li> <li>e) Experience supporting preparation or revision of textile information manuals and instructor manuals;</li> <li>f) Experience investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;</li> <li>g) Experience evaluating prototypes and commercial products to determine suitability;</li> <li>h) Experience supporting compliance of environmental regulations regarding use and disposal of textiles;</li> <li>i) Experience researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for textiles.</li> </ul> |

|                           |  |
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| <b>Project Experience</b> | The Textile Technologist should demonstrate experience in a minimum of two (2) large-scale supply chain management contracts in this function. Resume must clearly show the extent of experience acquired and where and when this experience was acquired. |
|---------------------------|--|



| <b>Consignee Code</b> | <b>F Codes</b>             |
|-----------------------|----------------------------|
| F1061                 | F1061/FISHERIES AND OCEANS |
| F1062                 | F1062/FISHERIES AND OCEANS |
| F1474                 | F1474/FISHERIES AND OCEANS |
| F1483                 | F1483/FISHERIES AND OCEANS |
| F1484                 | F1484/FISHERIES AND OCEANS |
| F1512                 | F1512/FISHERIES AND OCEANS |
| F1513                 | F1513/FISHERIES AND OCEANS |
| F1517                 | F1517/FISHERIES AND OCEANS |
| F1524                 | F1524/FISHERIES AND OCEANS |
| F1525                 | F1525/FISHERIES AND OCEANS |
| F1526                 | F1526/FISHERIES AND OCEANS |
| F1529                 | F1529/FISHERIES AND OCEANS |
| F1533                 | F1533/FISHERIES AND OCEANS |
| F1534                 | F1534/FISHERIES AND OCEANS |
| F1535                 | F1535/FISHERIES AND OCEANS |
| F1536                 | F1536/FISHERIES AND OCEANS |
| F1538                 | F1538/FISHERIES AND OCEANS |
| F1539                 | F1539/FISHERIES AND OCEANS |
| F1540                 | F1540/FISHERIES AND OCEANS |
| F1542                 | F1542/FISHERIES AND OCEANS |
| F1543                 | F1543/FISHERIES AND OCEANS |

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| F1549 | F1549/FISHERIES AND OCEANS |
| F1553 | F1553/FISHERIES AND OCEANS |
| F1554 | F1554/FISHERIES AND OCEANS |
| F1555 | F1555/FISHERIES AND OCEANS |
| F1556 | F1556/FISHERIES AND OCEANS |
| F1558 | F1558/FISHERIES AND OCEANS |
| F1569 | F1569/FISHERIES AND OCEANS |
| F1591 | F1591/FISHERIES AND OCEANS |
| F1595 | F1595/FISHERIES AND OCEANS |
| F1672 | F1672/FISHERIES AND OCEANS |
| F1947 | F1947/FISHERIES AND OCEANS |
| F2419 | F2419/FISHERIES AND OCEANS |
| F2441 | F2441/FISHERIES AND OCEANS |
| F2442 | F2442/FISHERIES AND OCEANS |
| F2450 | F2450/FISHERIES AND OCEANS |
| F2938 | F2938/FISHERIES AND OCEANS |
| F3716 | F3716/FISHERIES AND OCEANS |
| F3717 | F3717/FISHERIES AND OCEANS |
| F3720 | F3720/FISHERIES AND OCEANS |
| F3725 | F3725/FISHERIES AND OCEANS |
| F3727 | F3727/FISHERIES AND OCEANS |
| F3728 | F3728/FISHERIES AND OCEANS |

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|-------|----------------------------|
| F3729 | F3729/FISHERIES AND OCEANS |
| F3732 | F3732/FISHERIES AND OCEANS |
| F3761 | F3761/FISHERIES AND OCEANS |
| F4637 | F4637/FISHERIES AND OCEANS |
| F4638 | F4638/FISHERIES AND OCEANS |
| F4642 | F4642/FISHERIES AND OCEANS |
| F4644 | F4644/FISHERIES AND OCEANS |
| F4650 | F4650/FISHERIES AND OCEANS |
| F4656 | F4656/FISHERIES AND OCEANS |
| F4659 | F4659/FISHERIES AND OCEANS |
| F4667 | F4667/FISHERIES AND OCEANS |
| F4660 | F4660/FISHERIES AND OCEANS |
| F4663 | F4663/FISHERIES AND OCEANS |
| F4677 | F4677/FISHERIES AND OCEANS |
| F4682 | F4682/FISHERIES AND OCEANS |
| F4686 | F4686/FISHERIES AND OCEANS |
| F4688 | F4688/FISHERIES AND OCEANS |
| F4689 | F4689/FISHERIES AND OCEANS |
| F4693 | F4693/FISHERIES AND OCEANS |
| F4706 | F4706/FISHERIES AND OCEANS |
| F4733 | F4733/FISHERIES AND OCEANS |
| F4738 | F4738/FISHERIES AND OCEANS |

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| F4800 | F4800/FISHERIES AND OCEANS |
| F5124 | F5124/FISHERIES AND OCEANS |
| F5127 | F5127/FISHERIES AND OCEANS |
| F5128 | F5128/FISHERIES AND OCEANS |
| F5162 | F5162/FISHERIES AND OCEANS |
| F5136 | F5136/FISHERIES AND OCEANS |
| F5169 | F5169/FISHERIES AND OCEANS |
| F5158 | F5158/FISHERIES AND OCEANS |
| F5162 | F5162/FISHERIES AND OCEANS |
| F5163 | F5163/FISHERIES AND OCEANS |
| F5169 | F5169/FISHERIES AND OCEANS |
| F5233 | F5233/FISHERIES AND OCEANS |
| F5204 | F5204/FISHERIES AND OCEANS |
| F5221 | F5221/FISHERIES AND OCEANS |
| F5223 | F5223/FISHERIES AND OCEANS |
| F5223 | F5223/FISHERIES AND OCEANS |
| F5233 | F5233/FISHERIES AND OCEANS |
| F5266 | F5266/FISHERIES AND OCEANS |
| F5267 | F5267/FISHERIES AND OCEANS |
| F5233 | F5233/FISHERIES AND OCEANS |
| F5134 | F5134/FISHERIES AND OCEANS |
| F5290 | F5290/FISHERIES AND OCEANS |

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|-------|-----------------------------------|
| F5183 | F5183/FISHERIES AND OCEANS (AS01) |
| F6019 | F6019/FISHERIES AND OCEANS        |
| F6023 | F6023/FISHERIES AND OCEANS        |
| F6024 | F6024/ FISHERIES AND OCEANS       |
| F6039 | F6039/FISHERIES AND OCEANS        |
| F6043 | F6043/FISHERIES AND OCEANS        |
| F6047 | F6047/FISHERIES AND OCEANS        |
| F6100 | F6100/FISHERIES AND OCEANS        |
| F6106 | F6106/FISHERIES AND OCEANS        |
| F6107 | F6107/FISHERIES AND OCEANS        |
| F6108 | F6108/FISHERIES AND OCEANS        |
| F6109 | F6109/FISHERIES AND OCEANS        |
| F6112 | F6112/FISHERIES AND OCEANS        |
| F6113 | F6113/FISHERIES AND OCEANS        |
| F6114 | F6114/FISHERIES AND OCEANS        |
| F6115 | F6115/FISHERIES AND OCEANS        |
| F6118 | F6118/FISHERIES AND OCEANS        |
| F6119 | F6119/FISHERIES AND OCEANS        |
| F6120 | F6120/FISHERIES AND OCEANS        |
| F6121 | F6121/FISHERIES AND OCEANS        |
| F6749 | F6749/FISHERIES AND OCEANS        |
| F6750 | F6750/FISHERIES AND OCEANS        |

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|-------|--------------------------------------|
| F6761 | F6761/FISHERIES AND OCEANS           |
| F6763 | F6763/FISHERIES AND OCEANS           |
| F2412 | F2412/FISHERY OFFICER CADET TRAINING |
| F4720 | F4720/FISHERY OFFICER CADET TRAINING |
| FP859 | FP859/FISHERIES AND OCEANS           |

| Address 1                                 | Address 2       |
|---|-----------------|
| 1520 TAMARAC STREET                       | CAMPBELL RIVER  |
| 1965 ISLAND DIESEL WAY                    | NANAIMO         |
| BOX 1160-1751-10TH AVENUE S.W.            | SALMON ARM      |
| 280C 3RD AVE NORTH                        | WILLIAMS LAKE   |
| 111, NASS ROAD, P.O. BOX 216              | NEW AIYANSH     |
| 327-44500 SOUTH SUMAS ROAD                | CHILLIWACK      |
| 12551 #1 ROAD                             | RICHMOND        |
| 5245 TRANS CANADA HWY                     | DUNCAN          |
| Unit 3 - 100 ANNACIS PARKWAY              | DELTA           |
| 315-940 ALDER ST                          | CAMPBELL RIVER  |
| VICTORIA AREA OFFICE 4250 COMMERCE CIRCLE | VICTORIA        |
| 60 FRONT STREET, SUITE 304                | NANAIMO         |
| P.O. BOX 48, 270 MAIN STREET              | TOFINO          |
| P.O. BOX 99, 1350 CHRISTIE STREET         | MASSET          |
| P.O. BOX 578, 3177 TATLOW ROAD            | SMITHERS        |
| P.O. BOX 99-137 BAY STREET                | QUEEN CHARLOTTE |
| P.O. BOX 38                               | BELLA BELLA     |
| P.O. BOX 130 BLDG 293, MACKENZIE HWY      | BELLA COOLA     |
| 4706 Tebo Avenue                          | PORT ALBERNI    |
| 5235 A KEITH AVENUE                       | TERRACE         |
| P.O. BOX 2360, 1120 HUNTER PLACE          | SQUAMISH        |

|   |                      |
|---|----------------------|
| 985 MCGILL PLACE  | KAMLOOPS             |
| PO BOX 315-654 INDUSTRIAL PLACE                             | LILLOOET             |
| 3690 MASSEY DRIVE   | PRINCE GEORGE        |
| 7255 DUNCAN ST  | POWELL RIVER         |
| PORT HARDY AREA OFFICE P.O. BOX 10, 8585<br>WOLLASON STREET | PORT HARDY           |
| CONSERVATION & PROTECTION 100-419 RANGE<br>ROAD             | WHITEHORSE           |
| 3225 STEPHENSON POINT ROAD                                  | NANAIMO              |
| SUITE 200-401 BURRARD STREET                                | VANCOUVER            |
| 5550, 268TH ST  | LANGLEY              |
| 417-2ND AVENUE WEST   | PRINCE RUPERT        |
| P.O. BOX 130-501 MUCHALAT DRIVE                             | GOLD RIVER           |
| 501 UNIVERSITY CRES   | WINNIPEG             |
| SUITE 301-DIAMOND PLAZA 5204-50TH AVENUE                    | YELLOWKNIFE          |
| 42043 MACKENZIE HIGHWAY                                     | HAY RIVER            |
| P.O. BOX 358  | IQALUIT              |
| 867 Lakeshore Road  | BURLINGTON           |
| EDIFICE FEDERAL 120, RUE DE LA REINE                        | GASPE                |
| 235 CHEMIN PRINCIPAL, PORTE 206 CAP-AUX-<br>MEULES          | ILES-DE-LA-MADELEINE |
| EDIFICE FEDERAL 701 LAURE, SUITE 203                        | SEPT-ILES            |
| 84 RUE DU CARREFOUR, C.P. 698 CTE GASPE                     | GRANDE-RIVIERE       |
| 10 BOULEVARD STE-ANNE OUEST BUREAU M                        | STE-ANNE-DES-MONTS   |
| 10 AVENUE JACQUES-CARTIER, C.P. 70                          | BLANC SABLON         |

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| 337 BOUL.LASALLE, SUITE 209            | BAIE COMEAU        |
| 104 DALHOUSIE, 3E ETAGE                | QUEBEC             |
| 772 AVENUE AMICALE                     | HAVRE-SAINT-PIERRE |
| 460, RUE CHALEUR                       | CHARLO             |
| 1176, Rue Principale                   | Neguac             |
| 9523 RUE MAIN                          | RICHBOUCTOU        |
| 74 OHIO ROAD                           | SHEDIAC            |
| C.P. 5621-150, BOULEVARD ST-PIERRE EST | CARAQUET           |
| 485, ROUTE 420                         | SOUTH ESK          |
| 704 RUE PRINCIPALE                     | BERESFORD          |
| 172 NOTRE DAME                         | KEDGWICK           |
| 5443 Route 117                         | BAIE STE ANNE      |
| 226, AVENUE HOTEL DE VILLE             | SHIPPAGAN          |
| 2920 HIGHWAY 104                       | ANTIGONISH         |
| 7 Lupin Lane, P.O. Box 190, Northport  | ALBERTON           |
| 165 JOHN YEO DRIVE                     | CHARLOTTETOWN, PE  |
| 110 Industrial Crescent, BOX 1385      | SUMMERSIDE         |
| 30 MacPhee Avenue, PO Box 448          | SOURIS             |
| Succ. Bureau-Chef, C.P. 3420           | TRACADIE-SHEILA    |
| 343 UNIVERSITY AVE. P.O. BOX 5030      | MONCTON            |
| 15625 CABOT TRAIL ROAD, P.O. BOX 508   | CHETICAMP          |
| P.O. BOX 460, 1 HARBOUR DRIVE          | PICTOU             |

|  |                    |
|--|--------------------|
| 23 MACNEIL STREET  | RENOUS             |
| 488 Old Port Mouton Rd, P.O. Box 130,                                | LIVERPOOL          |
| 7949 Highway 1   | METEGHAN, NS       |
| AREA CHIEF C AND P 3866 HIGHWAY 3,<br>DOCTORS COVE, PO BOX 146       | BARRINGTON PASSAGE |
| P.O. BOX 81, POST OFFICE BUILDING                                    | INGONISH BEACH     |
| 24 INDUSTRIAL DRIVE  | SEABROOK (DIGBY)   |
| PO BOX 579, 934 HIGHWAY 320  | LENNOX PASSAGE     |
| 209 SLOCOMB CRESCENT, P.O. BOX 158                                   | TUSKET             |
| PO BOX 1207, 1270 WESTMOUNT ROAD                                     | SYDNEY             |
| PO Box 277,  | BRIDGEWATER        |
| P.O. BOX 274   | SHERBROOKE         |
| 979 ROUTE 776  | GRAND MAMAN        |
| 40 AVONLEA COURT   | FREDERICTON        |
| 144 MILLENNIUM DRIVE   | QUISPAMIS          |
| 194 PARKWAY DRIVE  | TRURO              |
| 13 B AKERLEY BLVD  | DARTMOUTH          |
| 99 MOUNT PLEASANT ROAD, P.O. BOX 1009                                | ST.GEORGE          |
| CONSERVATION & PROTECTION 3866 HIGHWAY<br>#3, DOCTOR COVE PO Box 193 | BARRINGTON PASSAGE |
| P.O. BOX 490   | SHELBURNE          |
| 1715 Route 774   | CAMPOBELLO ISLAND  |
| 16 ENDEAVOR DRIVE/P.O. BOX 1006                                      | DARTMOUTH          |
| 16 ENDEAVOR DRIVE/P.O. BOX 1006                                      | DARTMOUTH          |

|   |                     |
|---|---------------------|
| 99 MOUNT PLEASANT ROAD, P.O. BOX 1009                             | ST. GEORGE          |
| P.O. BOX 340 / 232 Confederation Drive                            | BONAVISTA           |
| P.O. BOX 118 / 1 Freshwater Rd                                    | FERRYLAND           |
| P.O. BOX 147 / 332-340 Main Street                                | GLOVERTOWN          |
| P.O. BOX 189 / 64-66 Canada Drive                                 | HARBOUR BRETON      |
| P.O. BOX 8 / Highway 410  | BAIE VERTE          |
| P.O. BOX 88 / 18 Iceberg Arena Road                               | JOE BATT'S ARM      |
| NAFC BUILDING, WHITE HILLS, P.O. BOX 5667                         | ST JOHN'S           |
| P.O. BOX 804 / 1 Freshwater Rd                                    | BAY ROBERTS         |
| 55 THOMPSON STREET  | CLARENVILLE         |
| 49 Placentia Pike Road  | Argentia            |
| P.O. BOX 1208 / 7A HARRIS DRIVE, INDUSTRIAL PARK                  | MARYSTOWN           |
| P O Box 8, Highway 410 / 4A BAYLEY ST.                            | GRAND FALLS-WINSOR  |
| P.O. BOX 97 / 40 Toulouquet Street                                | TWILLINGATE         |
| 383 LITTLE BAY RD. P.O. BOX 328                                   | SPRINGDALE          |
| P.O. BOX 7003, STN. / 202 Kelland Drive                           | GOOSE BAY, LABRADOR |
| J R SMALLWOOD BLDG, 1 REGENT SQUARE                               | CORNER BROOK        |
| P.O. BOX 315 / DFO Coastguard Bldg., 4 Harbour Drive, Port Harmon | STEPHENVILLE        |
| P.O. BOX 190 / 3 DOT Drive  | ROCKY HARBOUR, NL   |
| P.O. BOX 5 / 5 Murray's Point Road                                | ST.ANTHONY          |
| P.O. BOX 119 / 17 Backarm Road                                    | PORT AUX CHOIX      |
| P.O. BOX 850 / 2 Hopedale Avenue                                  | PORT AUX BASQUES    |

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|--|--------------------|
| P.O. BOX 105 / 100 Shoad Point                                 | ST.LEWIS, LABRADOR |
| GENERAL DELIVERY / P O Box 475 (1 Commercial Street)           | NAIN, LABRADOR     |
| RCMP DEPOT-ATT: HEATHER CROOKS 5600-11TH AVENUE, P.O. BOX 6500 | REGINA             |
| CANADIAN COAST GUARD COLLEGE<br>1190 WESTMOUNT RD.             | SYDNEY             |
| 200 KENT STREET STATION 13W116                                 | OTTAWA             |

| <b>Address 3</b> | <b>Address 4</b> | <b>Region</b> |
|------------------|------------------|---------------|
| British Columbia | V9W 3M5          | PACIFIC       |
| British Columbia | V9S 5W8          | PACIFIC       |
| British Columbia | V1E 4P3          | PACIFIC       |
| British Columbia | V2G 4T5          | PACIFIC       |
| British Columbia | V0J 1A0          | PACIFIC       |
| British Columbia | V2R 5M3          | PACIFIC       |
| British Columbia | V7E 1T7          | PACIFIC       |
| British Columbia | V0R 2C0          | PACIFIC       |
| British Columbia | V3M 6A2          | PACIFIC       |
| British Columbia | V9W 2P8          | PACIFIC       |
| British Columbia | V8Z 4M2          | PACIFIC       |
| British Columbia | V9R 5H7          | PACIFIC       |
| British Columbia | V0R 2Z0          | PACIFIC       |
| British Columbia | V0T 1M0          | PACIFIC       |
| British Columbia | VOJ 2N0          | PACIFIC       |
| British Columbia | V0T 1S0          | PACIFIC       |
| British Columbia | V0T 1B0          | PACIFIC       |
| British Columbia | V0T 1C0          | PACIFIC       |
| British Columbia | V9Y 8B1          | PACIFIC       |
| British Columbia | V8G 1L2          | PACIFIC       |
| British Columbia | V8B 0G8          | PACIFIC       |

|                       |         |                    |
|-----------------------|---------|--------------------|
| British Columbia      | V2C 6X6 | PACIFIC            |
| British Columbia      | V0K 1V0 | PACIFIC            |
| British Columbia      | V2N 2S8 | PACIFIC            |
| British Columbia      | V8A 5M6 | PACIFIC            |
| British Columbia      | V0N 2P0 | PACIFIC            |
| Yukon Territory       | Y1A 3V1 | PACIFIC            |
| British Columbia      | V9T 1K3 | PACIFIC            |
| British Columbia      | V6C 3S4 | PACIFIC            |
| British Columbia      | V4W 3X4 | PACIFIC            |
| British Columbia      | V8J 1G8 | PACIFIC            |
| British Columbia      | V0P 1G0 | PACIFIC            |
| Manitoba              | R3T 2N6 | Central and Arctic |
| Northwest Territories | X1A 1E2 | Central and Arctic |
| Northwest Territories | X0E 0R9 | Central and Arctic |
| Nunavut               | X0A 0H0 | Central and Arctic |
| Ontario               | L7S 1A1 | Central and Arctic |
| Quebec                | G4X 2R2 | QUEBEC             |
| Quebec                | G4T 1R7 | QUEBEC             |
| Quebec                | G4R 1X8 | QUEBEC             |
| Quebec                | G0C 1V0 | QUEBEC             |
| Quebec                | G4V 1P3 | QUEBEC             |
| Quebec                | G0G 1C0 | QUEBEC             |

|                      |         |        |
|----------------------|---------|--------|
| Quebec               | G4Z 2Z1 | QUEBEC |
| Quebec               | G1K 7Y7 | QUEBEC |
| Quebec               | G0G 1P0 | QUEBEC |
| New Brunswick        | E8E 2G4 | GULF   |
| New Brunswick        | E9G 1P1 | GULF   |
| New Brunswick        | E4W 4C2 | GULF   |
| New Brunswick        | E4P 2J9 | GULF   |
| New Brunswick        | E1W 1B7 | GULF   |
| New Brunswick        | E1V 4L9 | GULF   |
| New Brunswick        | E8K 2Y1 | GULF   |
| New Brunswick        | E8B 2A9 | GULF   |
| New Brunswick        | E9A 1E5 | GULF   |
| New Brunswick        | E8S 3J4 | GULF   |
| Nova Scotia          | B2G 2K6 | GULF   |
| Prince Edward Island | C0B 1B0 | GULF   |
| Prince Edward Island | C1E 2L9 | GULF   |
| Prince Edward Island | C1N 4K2 | GULF   |
| Prince Edward Island | C0A 2B0 | GULF   |
| New Brunswick        | E1X 1G5 | GULF   |
| New Brunswick        | E1C 9B6 | GULF   |
| Nova Scotia          | B0E 1H0 | GULF   |
| Nova Scotia          | B0K 1H0 | GULF   |

|               |         |           |
|---------------|---------|-----------|
| New Brunswick | E9E 2C5 | GULF      |
| Nova Scotia   | B0T 1K0 | MARITIMES |
| Nova Scotia   | B0W 2J0 | MARITIMES |
| Nova Scotia   | B0W 1G0 | MARITIMES |
| Nova Scotia   | B0C 1L0 | MARITIMES |
| Nova Scotia   | B0V 1A0 | MARITIMES |
| Nova Scotia   | B0E 1V0 | MARITIMES |
| Nova Scotia   | B0W 3M0 | MARITIMES |
| Nova Scotia   | B1P 6J9 | MARITIMES |
| Nova Scotia   | B4V 2W9 | MARITIMES |
| Nova Scotia   | B0J 3C0 | MARITIMES |
| New Brunswick | E5G 4ES | MARITIMES |
| New Brunswick | E3C 1N8 | MARITIMES |
| New Brunswick | E2E 6E6 | MARITIMES |
| Nova Scotia   | B6L 1N8 | MARITIMES |
| Nova Scotia   | B3B 1J6 | MARITIMES |
| New Brunswick | E5C 3S9 | MARITIMES |
| Nova Scotia   | B0W 1J0 | MARITIMES |
| Nova Scotia   | B0T 1W0 | MARITIMES |
| New Brunswick | E5E 1K7 | MARITIMES |
| Nova Scotia   | B2Y 4A2 | MARITIMES |
| Nova Scotia   | B2Y 4A2 | MARITIMES |

|                           |         |                           |
|---------------------------|---------|---------------------------|
| New Brunswick             | E5C 3S9 | MARITIMES                 |
| Newfoundland and Labrador | A0C 1B0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0A 2H0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0G 2M0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0H 1P0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0K 1B0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0G 2X0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A1C 5X1 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0A 1G0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A5A 1T5 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0B 1V0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0E 2M0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A2A 2T5 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0G 4M0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0J 1T0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0P 1S0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A2H 7K6 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A2N 2Z5 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0K 4N0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0K 4S0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0K 4C0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0M 1C0 | NEWFOUNDLAND AND LABRADOR |

|                           |         |                           |
|---------------------------|---------|---------------------------|
| Newfoundland and Labrador | A0K 4W0 | NEWFOUNDLAND AND LABRADOR |
| Newfoundland and Labrador | A0P 1L0 | NEWFOUNDLAND AND LABRADOR |
| Saskatchewan              | S4P 3J7 | Central and Arctic        |
| Nova Scotia               | B1R 2J6 | MARITIMES                 |
| Ontario                   | K1A 0E6 | NCR                       |



Correctional Service  
Canada

Service correctionnel  
Canada

Canada

| <b>DFO - sales order</b> |                         |                        |
|--------------------------|-------------------------|------------------------|
| <b>Année / Year</b>      | <b>Commande/ Orders</b> | <b>Ventes/Sales</b>    |
| 2015                     | 3174                    | 133,946.82 \$          |
| 2016                     | 5111                    | 261,840.47 \$          |
| 2017                     | 5317                    | 275,644.32 \$          |
| 2018                     | 7564                    | 410,095.15 \$          |
| 2019                     | 4887                    | 280,430.04 \$          |
| 2020                     | 3232                    | 201,420.65 \$          |
| <b>Total</b>             | <b>29285</b>            | <b>1,563,377.45 \$</b> |

| Année / Year | Description d'article   |
|--------------|---|
| 2015         | <p> CASQUETTE DE TRAVAIL UNISEXE<br/> CASQUETTE G. TENUE UNISEXE AGENT<br/> CASQUETTE G. TENUE UNISEXE DIRECTEUR<br/> CEINTURE CUIR NOIRE BOUCLE OR<br/> CEINTURE UNISEXE 45" NYLON<br/> CEINTURE UNISEXE 62" NYLON<br/> CHAPEAU FOURRURE RAT MUSQUÉ VERT<br/> CHEMISE HOMME ML BEIGE DFO SUR MESURE<br/> CHEMISE MC FEMME BEIGE<br/> CHEMISE MC FEMME BLANCHE<br/> CHEMISE MC HOMME BEIGE<br/> CHEMISE MC HOMME BLANCHE<br/> CHEMISE ML FEMME BEIGE<br/> CHEMISE ML FEMME BLANCHE<br/> CHEMISE ML HOMME BEIGE<br/> CHEMISE ML HOMME BLANCHE<br/> CHEMISES À MANCHES LONGUES FEMME, BLANCHES<br/> COMBINAISON DE TRAVAIL UNISEXE VERT<br/> CRAVATE À PINCE </p> <p> DOUBLURE POUR VESTE (PARKA) UNISEXE<br/> GANT CÉRÉMONIAL BLANC UNISEXE<br/> GANT CÉRÉMONIAL NOIR HOMME<br/> IMPERMÉABLE NOIR UNISEXE<br/> INSIGNE DE COL<br/> INSIGNE PERSONNALISÉE<br/> MANTEAU COQUILLE SOUPLE<br/> MANTEAU POLAR UNISEXE<br/> PANT. CARGO DFO-400-3432<br/> PANT. TRAVAIL HOMME DFO-200-3630<br/> PANT. TRAVAIL HOMME DFO-200-3632<br/> PANT. TRAVAIL HOMME DFO-200-3634<br/> PANT. TRAVAIL HOMME DFO-200-3832<br/> PANT. TRAVAIL HOMME DFO-200-3834<br/> PANTALON CARGO HOMME<br/> PANTALON CARGO UNISEXE </p> <p> PANTALON DE GRANDE TENUE UNISEXE<br/> PANTALON DE TRAVAIL FEMME<br/> PANTALON DE TRAVAIL HOMME </p> <p> PANTALON IMPERMÉABLE UNISEXE<br/> PINCE À CRAVATE FEMME </p> |

PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE  
UNISEX CARGO PANT  
VESTE HAUTE VISIBILITÉ

VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE HOMME  
PANT. TRAVAIL HOMME DFO-200-3434  
CHAPEAU GR TENUE DFO SANS COQUE  
PANT. TRAVAIL HOMME DFO-200-3232  
PANT. TRAVAIL FEMME DFO-300-3232  
GANT CÉRÉMONIAL NOIR FEMME  
chemise beige ML, homme  
T-SHIRT CADET UNISEXE  
T-SHIRT CADET UNISEX  
CASQUETTE GR TENUE UNISEX DIR GEN 56  
DOUBLURE POUR VESTE (PARKA) UNISEXEDOUBLURE POL

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Total 2015

2016

CASQUETTE DE TRAVAIL UNISEXE  
CASQUETTE G. TENUE UNISEXE AGENT  
CASQUETTE G. TENUE UNISEXE DIRECTEUR  
CEINTURE CUIR NOIRE BOUCLE OR  
CEINTURE UNISEXE 45" NYLON  
CEINTURE UNISEXE 62" NYLON  
CHAPEAU FOURRURE RAT MUSQUÉ VERT  
CHEMISE HOMME ML BEIGE DFO SUR MESURE  
CHEMISE MC FEMME BEIGE  
CHEMISE MC FEMME BLANCHE  
CHEMISE MC HOMME BEIGE  
CHEMISE MC HOMME BLANCHE  
CHEMISE ML FEMME BEIGE  
CHEMISE ML FEMME BLANCHE  
CHEMISE ML HOMME BEIGE  
CHEMISE ML HOMME BLANCHE  
CHEMISES À MANCHES LONGUES FEMME, BLANCHES  
COMBINAISON DE TRAVAIL UNISEXE VERT  
CRAVATE À PINCE

DOUBLURE POUR VESTE (PARKA) UNISEXE  
ÉPAULETTE TRAVAIL SUPERV 1 GALLON  
ÉPAULETTE TRAVAIL SUPERV 2 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 4 GALLONS

GANT CÉRÉMONIAL BLANC UNISEXE  
GANT CÉRÉMONIAL NOIR HOMME

IMPERMÉABLE NOIR UNISEXE  
INSIGNE DE COL  
INSIGNE PERSONNALISÉE  
MANTEAU COQUILLE SOUPLE  
MANTEAU POLAR UNISEXE  
PANT. TRAVAIL FEMME DFO-300-3032  
PANTALON CARGO UNISEXE

PANTALON DE GRANDE TENUE UNISEXE  
PANTALON DE TRAVAIL FEMME  
PANTALON DE TRAVAIL HOMME  
PANTALON IMPERMÉABLE UNISEXE  
PINCE À CRAVATE FEMME  
PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE  
VESTE HAUTE VISIBILITÉ  
VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE FEMME  
VESTON DE GRANDE TENUE HOMME  
CHAPEAU GR TENUE DFO SANS COQUE  
PANT. TRAVAIL HOMME DFO-200-3232  
GANT CÉRÉMONIAL NOIR FEMME  
T-SHIRT CADET UNISEXE  
DOUBLURE POUR VESTE (PARKA) UNISEXE DOUBLURE POL  
PANTALON TRAVAIL FEMME  
MEN'S UNIFORM DRESS JACKET  
PANTALON DE TRAVAIL FEMME PANTALON DE TRAVAIL FE  
CASQUETTE G. TENUE UNISEXE DIR GÉN

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Total 2016

2017

CASQUETTE DE TRAVAIL UNISEXE  
CASQUETTE G. TENUE UNISEXE AGENT  
CASQUETTE G. TENUE UNISEXE DIRECTEUR  
CEINTURE CUIR NOIRE BOUCLE OR  
CEINTURE UNISEXE 45" NYLON  
CEINTURE UNISEXE 62" NYLON  
CHAPEAU FOURRURE RAT MUSQUÉ VERT  
CHEMISE HOMME ML BEIGE DFO SUR MESURE  
CHEMISE MC FEMME BEIGE  
CHEMISE MC FEMME BLANCHE  
CHEMISE MC HOMME BEIGE  
CHEMISE MC HOMME BLANCHE  
CHEMISE ML FEMME BEIGE  
CHEMISE ML FEMME BLANCHE  
CHEMISE ML HOMME BEIGE

CHEMISE ML HOMME BLANCHE  
COMBINAISON DE TRAVAIL UNISEXE VERT  
CORDON OR  
CRAVATE À PINCE

DOUBLURE POUR VESTE (PARKA) UNISEXE  
ÉPAULETTE TRAVAIL ÉLÈVE OFF MACH.  
ÉPAULETTE TRAVAIL ÉLÈVE OFFICIER  
ÉPAULETTE G TENUE SUPERV 1 GALLON  
ÉPAULETTE G TENUE SUPERV 2 GALLONS  
ÉPAULETTE G TENUE SUPERV 3 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 1 GALLON  
ÉPAULETTE TRAVAIL SUPERV 2 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 4 GALLONS

GANT CÉRÉMONIAL BLANC UNISEXE  
GANT CÉRÉMONIAL NOIR HOMME  
IMPERMÉABLE NOIR UNISEXE  
INSIGNE D'ÉPAULE DFO  
INSIGNE DE CASQUETTE GRANDE TENUE  
INSIGNE DE COL  
INSIGNE PERSONNALISÉE  
MANTEAU COQUILLE SOUPLE  
MANTEAU POLAR UNISEXE  
PANTALON CARGO UNISEXE  
PANTALON DE GRANDE TENUE UNISEXE  
PANTALON DE TRAVAIL FEMME  
PANTALON DE TRAVAIL HOMME

PANTALON IMPERMÉABLE UNISEXE  
PINCE À CRAVATE FEMME  
PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SAC SPORT  
SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE

UNISEX CARGO PANT  
VESTE HAUTE VISIBILITÉ  
VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE FEMME  
VESTON DE GRANDE TENUE HOMME  
GANT CÉRÉMONIAL NOIR FEMME  
T-SHIRT CADET UNISEXE

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Total 2017

2018

CASQUETTE DE TRAVAIL UNISEXE

CASQUETTE G. TENUE UNISEXE AGENT  
CASQUETTE G. TENUE UNISEXE DIRECTEUR  
CEINTURE CUIR NOIRE BOUCLE OR  
CEINTURE UNISEXE 45" NYLON  
CEINTURE UNISEXE 62" NYLON  
CHAPEAU FOURRURE RAT MUSQUÉ VERT  
CHEMISE HOMME ML BEIGE DFO SUR MESURE  
CHEMISE MC FEMME BEIGE  
CHEMISE MC FEMME BLANCHE  
CHEMISE MC HOMME BEIGE  
CHEMISE MC HOMME BLANCHE  
CHEMISE ML FEMME BEIGE  
CHEMISE ML FEMME BLANCHE  
CHEMISE ML HOMME BEIGE  
CHEMISE ML HOMME BLANCHE  
CHEMISES À MANCHES LONGUES FEMME, BLANCHES  
CHEMISES À MANCHES LONGUES HOMMES, BLANCHES  
COMBINAISON DE TRAVAIL UNISEXE VERT  
CORDON OR  
CRAVATE À PINCE

DOUBLURE POUR VESTE (PARKA) UNISEXE  
ÉPAULETTE G TENUE SUPERV 1 GALLON  
ÉPAULETTE G TENUE SUPERV 2 GALLONS  
ÉPAULETTE G TENUE SUPERV 3 GALLONS  
ÉPAULETTE G TENUE SUPERV 4 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 1 GALLON  
ÉPAULETTE TRAVAIL SUPERV 2 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 4 GALLONS  
GANT CÉRÉMONIAL BLANC UNISEXE  
GANT CÉRÉMONIAL NOIR HOMME  
IMPERMÉABLE NOIR UNISEXE  
INSIGNE D'ÉPAULE DFO  
INSIGNE DE CASQUETTE GRANDE TENUE  
INSIGNE DE COL  
INSIGNE PERSONNALISÉE  
MANTEAU COQUILLE SOUPLE  
MANTEAU POLAR UNISEXE  
PANTALON CARGO UNISEXE  
PANTALON DE GRANDE TENUE UNISEXE  
PANTALON DE TRAVAIL FEMME  
PANTALON DE TRAVAIL HOMME  
PANTALON IMPERMÉABLE UNISEXE  
PINCE À CRAVATE FEMME  
PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SAC SPORT

SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE  
VESTE HAUTE VISIBILITÉ  
VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE FEMME  
VESTON DE GRANDE TENUE HOMME  
GANT CÉRÉMONIAL NOIR FEMME  
T-SHIRT CADET UNISEXE

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Total 2018

2019

CASQUETTE DE TRAVAIL UNISEXE  
CASQUETTE G. TENUE UNISEXE AGENT  
CASQUETTE G. TENUE UNISEXE DIRECTEUR  
CEINTURE CUIR NOIRE BOUCLE OR  
CEINTURE UNISEXE 45" NYLON  
CEINTURE UNISEXE 62" NYLON  
CHAPEAU FOURRURE RAT MUSQUÉ VERT  
CHEMISE MC FEMME BEIGE  
CHEMISE MC FEMME BLANCHE  
CHEMISE MC HOMME BEIGE  
CHEMISE MC HOMME BLANCHE  
CHEMISE ML FEMME BEIGE  
CHEMISE ML FEMME BLANCHE  
CHEMISE ML HOMME BEIGE  
CHEMISE ML HOMME BLANCHE  
CHEMISES À MANCHES LONGUES FEMME, BLANCHES  
CHEMISES À MANCHES LONGUES HOMMES, BLANCHES  
COMBINAISON DE TRAVAIL UNISEXE VERT  
CORDON OR  
CRAVATE À PINCE

DOUBLURE POUR VESTE (PARKA) UNISEXE  
ÉPAULETTE G TENUE SUPERV 1 GALLON  
ÉPAULETTE G TENUE SUPERV 2 GALLONS  
ÉPAULETTE G TENUE SUPERV 3 GALLONS  
ÉPAULETTE G TENUE SUPERV 4 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 1 GALLON  
ÉPAULETTE TRAVAIL SUPERV 2 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 4 GALLONS

GANT CÉRÉMONIAL BLANC UNISEXE  
GANT CÉRÉMONIAL NOIR HOMME  
IMPERMÉABLE NOIR UNISEXE  
INSIGNE DE CASQUETTE GRANDE TENUE  
INSIGNE DE COL  
INSIGNE PERSONNALISÉE  
MANTEAU COQUILLE SOUPLE  
MANTEAU POLAR UNISEXE

PANTALON CARGO UNISEXE  
PANTALON DE GRANDE TENUE UNISEXE  
PANTALON DE TRAVAIL FEMME  
PANTALON DE TRAVAIL HOMME  
Pantalon de travail homme - special  
PANTALON IMPERMÉABLE UNISEXE  
PARKA HIVER AVEC VESTE AMOVIBLE SM  
PINCE À CRAVATE FEMME  
PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SAC SPORT  
SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE  
VESTE HAUTE VISIBILITÉ  
VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE FEMME  
VESTON DE GRANDE TENUE HOMME  
GANT CÉRÉMONIAL NOIR FEMME  
T-SHIRT CADET UNISEXE  
DOUBLURE POUR VESTE (PARKA) UNISEXE DOUBLURE POL  
ÉPAULETTE CADET

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Total 2019

2020

CASQUETTE DE TRAVAIL UNISEXE  
CASQUETTE G. TENUE UNISEXE AGENT  
CEINTURE CUIR NOIRE BOUCLE OR  
CEINTURE UNISEXE 45" NYLON  
CEINTURE UNISEXE 62" NYLON  
CHAPEAU FOURRURE RAT MUSQUÉ VERT  
CHEMISE HOMME ML BEIGE DFO SUR MESURE  
CHEMISE MC FEMME BEIGE  
CHEMISE MC FEMME BLANCHE  
CHEMISE MC HOMME BEIGE  
CHEMISE MC HOMME BLANCHE  
CHEMISE ML FEMME BEIGE  
CHEMISE ML FEMME BLANCHE  
CHEMISE ML HOMME BEIGE  
CHEMISE ML HOMME BLANCHE  
COMBINAISON DE TRAVAIL UNISEXE VERT  
CORDON OR  
CRAVATE À PINCE  
  
DOUBLURE POUR VESTE (PARKA) UNISEXE  
ÉPAULETTE G TENUE SUPERV 1 GALLON  
ÉPAULETTE G TENUE SUPERV 3 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 1 GALLON  
ÉPAULETTE TRAVAIL SUPERV 2 GALLONS  
ÉPAULETTE TRAVAIL SUPERV 4 GALLONS

GANT CÉRÉMONIAL BLANC UNISEXE  
GANT CÉRÉMONIAL NOIR HOMME  
IMPERMÉABLE NOIR UNISEXE  
INSIGNE DE CASQUETTE GRANDE TENUE  
INSIGNE DE COL  
INSIGNE PERSONNALISÉE  
MANTEAU COQUILLE SOUPLE  
MANTEAU POLAR UNISEXE  
PANTALON CARGO UNISEXE  
PANTALON DE GRANDE TENUE UNISEXE  
PANTALON DE TRAVAIL FEMME  
PANTALON DE TRAVAIL HOMME  
PANTALON IMPERMÉABLE UNISEXE  
PARKA HIVER AVEC VESTE AMOVIBLE SM  
PINCE À CRAVATE FEMME  
PINCE À CRAVATE HOMME  
PLASTRON A COL CHEMINÉ UNISEXE  
SHORT SPORT CADET UNISEXE  
TUQUE UNISEXE  
VESTE HAUTE VISIBILITÉ  
VESTE IMPERMÉABLE (PARKA) UNISEXE  
VESTON DE GRANDE TENUE FEMME  
VESTON DE GRANDE TENUE HOMME  
GANT CÉRÉMONIAL NOIR FEMME  
T-SHIRT CADET UNISEXE  
DOUBLURE POUR VESTE (PARKA) UNISEXE  
DOUBLURE POL  
ÉPAULETTE CADET

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Total 2020

GRAND TOTAL

| Items description                          | Code      | Commandé /<br>Ordered | Vente<br>Totale/Total Sold |
|--|-----------|-----------------------|----------------------------|
| CAP, SERVICE DRESS, UNISEX GREEN,          | A-DFO-403 | 160                   | 1,745.60 \$                |
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN, | A-DFO-206 | 15                    | 1,122.30 \$                |
| CAP, SERVICE DRESS, DIRECTOR GREEN,        | A-DFO-207 | 1                     | 110.57 \$                  |
| BELT, LEATHER, BLACK                       | A-DFO-423 | 86                    | 2,580.00 \$                |
| BELT, UNISEX 45" NYLON                     | A-COM-422 | 36                    | 266.35 \$                  |
| BELT, UNISEX 62" NYLON                     | A-COM-422 | 12                    | 93.84 \$                   |
| HAT WITH MUSKRAT FUR, GREEN                | A-DFO-426 | 44                    | 3,578.08 \$                |
| SHIRT, LONG SLEEVE, MALE DFO (CUSTOM MADE) | A-DFO-602 | 1                     | 76.54 \$                   |
| SHIRT, SHORT SLEEVE, FEMALE TAN            | A-DFO-701 | 49                    | 1,268.12 \$                |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-703 | 16                    | 423.84 \$                  |
| SHIRT, SHORT SLEEVE, MALE TAN              | A-DFO-601 | 252                   | 6,932.52 \$                |
| SHIRT, SHORT SLEEVE, MALE WHITE            | A-DFO-603 | 91                    | 2,410.59 \$                |
| SHIRT, LONG SLEEVE, FEMALE TAN             | A-DFO-702 | 121                   | 3,500.53 \$                |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-704 | 8                     | 215.60 \$                  |
| SHIRT, LONG SLEEVE, MALE TAN               | A-DFO-602 | 258                   | 7,817.40 \$                |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 85                    | 2,290.75 \$                |
| SHIRT, LONG SLEEVE, FEMALE WHITE           | A-DFO-704 | 3                     | 80.85 \$                   |
| COVERALLS, GREEN                           | A-DFO-425 | 10                    | 800.00 \$                  |
| TIE CLIP                                   | A-DFO-414 | 95                    | 835.87 \$                  |
|  | A-DFO-415 | 47                    | 411.90 \$                  |
| REMOVABLE LINER, QUILTED, BLACK            | A-DFO-424 | 23                    | 1,041.67 \$                |
| GLOVES, CEREMONIAL, COTTON, WHITE          | A-DFO-449 | 49                    | 916.30 \$                  |
| GLOVES, CEREMONIAL, COTTON, BLACK          | A-DFO-450 | 19                    | 794.20 \$                  |
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 15                    | 1,816.05 \$                |
| COLLAR DOGS                                | A-DFO-532 | 382                   | 9,129.80 \$                |
| NAME TAG                                   | A-DFO-448 | 148                   | 3,097.06 \$                |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 18                    | 4,354.56 \$                |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 33                    | 4,473.15 \$                |
| CARGO PANT DFO-400-3432                    | B-DFO-400 | 27                    | 1,034.08 \$                |
| WORK TROUSERS MALE DFO-200-3630            | B-DFO-200 | 3                     | 115.98 \$                  |
| WORK TROUSERS MALE DFO-200-3632            | B-DFO-200 | 21                    | 823.86 \$                  |
| WORK TROUSERS MALE DFO-200-3634            | B-DFO-200 | 4                     | 159.64 \$                  |
| WORK TROUSERS MALE DFO-200-3832            | B-DFO-200 | 5                     | 197.30 \$                  |
| WORK TROUSERS MALE DFO-200-3834            | B-DFO-200 | 7                     | 263.62 \$                  |
| CARGO PANT MEN                             | B-DFO-400 | 31                    | 1,753.24 \$                |
| CARGO PANT UNISEX                          | A-DFO-400 | 178                   | 11,256.72 \$               |
|  | B-DFO-400 | 136                   | 6,127.21 \$                |
| TROUSERS, DRESS, UNISEX, GREEN, STYLE      | A-DFO-209 | 29                    | 2,502.12 \$                |
| WORK TROUSERS FEMALE GREEN                 | A-DFO-300 | 12                    | 686.66 \$                  |
| WORK TROUSERS MALE GREEN                   | A-DFO-200 | 125                   | 6,911.03 \$                |
|  | B-DFO-200 | 19                    | 766.54 \$                  |
| WATERPROOF PANTS, UNISEX                   | A-DFO-433 | 30                    | 7,050.00 \$                |
| TIE CLIP WOMEN                             | A-DFO-434 | 10                    | 207.10 \$                  |

|   |           |             |                      |
|---|-----------|-------------|----------------------|
| TIE CLIP MEN                                | A-DFO-434 | 67          | 1,387.57 \$          |
| MOCK NECK DICKEY, UNISEX                    | A-DFO-435 | 76          | 605.72 \$            |
| SHORTS CADET UNISEX                         | A-DFO-442 | 26          | 716.04 \$            |
| TOQUE, UNISEX                               | A-DFO-418 | 55          | 487.30 \$            |
| CARGO PANT UNISEX                           | B-DFO-400 | 72          | 3,128.78 \$          |
| HIGH VISIBILITY VEST UNISEX                 | A-DFO-447 | 28          | 2,520.00 \$          |
|   | B-DFO-447 | 23          | 1,117.34 \$          |
| WATERPROOF JACKET UNISEX                    | A-DFO-420 | 45          | 18,481.50 \$         |
| TUNIC, DRESS, MALE, GREEN,                  | A-DFO-210 | 6           | 1,827.00 \$          |
| WORK TROUSERS MEN DFO-200-3434              | B-DFO-200 | 5           | 191.30 \$            |
| CAP, SERVICE DRESS, UNISEX GREEN W/O COVER  | B-DFO-207 | 1           | 74.75 \$             |
| WORK TROUSERS MEN DFO-200-3232              | B-DFO-200 | 3           | 112.98 \$            |
| WORK TROUSERS WOMEN DFO-200-3232            | B-DFO-300 | 2           | 86.98 \$             |
| GLOVES, CEREMONIAL, BLACK WOMEN             | A-DFO-451 | 5           | 209.00 \$            |
| SHIRT, LONG SLEEVE, MALE TAN                | B-DFO-602 | 5           | 115.60 \$            |
| T-SHIRT CADET UNISEX                        | A-DFO-438 | 36          | 648.72 \$            |
| T-SHIRT CADET UNISEX                        | A-DFO-438 | 3           | 54.06 \$             |
| CAP, SERVICE DRESS, UNISEX GREEN DIR GEN 56 | B-DFO-208 | 1           | 97.75 \$             |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX  | A-DFO-424 | 1           | 45.29 \$             |
|   |           | <b>3174</b> | <b>133,946.82 \$</b> |
| BALL CAP UNISEX - WORK                      | A-DFO-403 | 310         | 3,382.10 \$          |
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN,  | A-DFO-206 | 47          | 3,544.11 \$          |
| CAP, SERVICE DRESS, UNISEX DIRECTOR GREEN   | A-DFO-207 | 5           | 552.85 \$            |
| BELT, LEATHER, BLACK GOLD BUCKLE            | A-DFO-423 | 108         | 3,210.00 \$          |
| BELT, UNISEX 45" NYLON                      | A-COM-422 | 52          | 395.72 \$            |
| BELT, UNISEX 62" NYLON                      | A-COM-422 | 10          | 78.20 \$             |
| HAT WITH MUSKRAT FUR, GREEN                 | A-DFO-426 | 80          | 6,688.40 \$          |
| SHIRT, LONG SLEEVE, MALE DFO (CUSTOM MADE)  | A-DFO-602 | 3           | 229.62 \$            |
| SHIRT, SHORT SLEEVE, FEMALE TAN             | A-DFO-701 | 98          | 2,615.71 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE           | A-DFO-703 | 9           | 238.41 \$            |
| SHIRT, SHORT SLEEVE, MALE TAN               | A-DFO-601 | 446         | 12,269.46 \$         |
| SHIRT, SHORT SLEEVE, MALE WHITE             | A-DFO-603 | 118         | 3,267.86 \$          |
| SHIRT, LONG SLEEVE, FEMALE TAN              | A-DFO-702 | 110         | 3,182.30 \$          |
| SHIRT, LONG SLEEVE, FEMALE WHITE            | A-DFO-704 | 9           | 242.55 \$            |
| SHIRT, LONG SLEEVE, FEMALE TAN              | A-DFO-602 | 411         | 12,453.30 \$         |
| SHIRT, LONG SLEEVE, FEMALE WHITE            | A-DFO-604 | 139         | 3,898.25 \$          |
| SHIRT, LONG SLEEVE, FEMALE WHITE            | A-DFO-704 | 1           | 26.95 \$             |
| COVERALLS, GREEN                            | A-DFO-425 | 34          | 2,720.00 \$          |
| TIE CLIP                                    | A-DFO-414 | 97          | 855.54 \$            |
|   | A-DFO-415 | 93          | 820.26 \$            |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX  | A-DFO-424 | 70          | 3,087.94 \$          |
| WORK EPAULETTES FOR SUPERVISOR 1 STRIP      | A-DFO-521 | 38          | 820.04 \$            |
| WORK EPAULETTES FOR SUPERVISOR 2 STRIPS     | A-DFO-522 | 33          | 729.63 \$            |
| WORK EPAULETTES FOR SUPERVISOR 4 STRIPS     | A-DFO-523 | 14          | 354.34 \$            |
|   | A-DFO-524 | 4           | 126.84 \$            |
| GLOVES, CEREMONIAL, COTTON, WHITE           | A-DFO-449 | 51          | 941.30 \$            |
| GLOVES, CEREMONIAL, BLACK                   | A-DFO-450 | 17          | 710.60 \$            |

|  |           |             |                      |
|--|-----------|-------------|----------------------|
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 22          | 2,637.47 \$          |
| COLAR DOGS                                 | A-DFO-532 | 491         | 11,734.90 \$         |
| NAME TAG                                   | A-DFO-448 | 198         | 4,158.00 \$          |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 59          | 13,338.33 \$         |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 103         | 13,961.65 \$         |
| WORK PANT FEMALE DFO-300-3032              | B-DFO-300 | 2           | 86.98 \$             |
| CARGO PANT UNISEX                          | A-COM-400 | 2           | 131.54 \$            |
|  | A-DFO-400 | 572         | 45,868.70 \$         |
|  | B-DFO-400 | 9           | 370.35 \$            |
| DRESS PANT UNISEX                          | A-DFO-209 | 66          | 5,544.03 \$          |
| WORK PANT WOMEN                            | A-DFO-300 | 29          | 1,650.29 \$          |
| WORK PANT MEN                              | A-DFO-200 | 275         | 15,152.55 \$         |
| WATERPROOF PANT UNISEX                     | A-DFO-433 | 60          | 14,100.00 \$         |
| TIE CLIP WOMEN                             | A-DFO-434 | 22          | 455.62 \$            |
| TIE CLIP MEN                               | A-DFO-434 | 123         | 2,547.33 \$          |
| MOCK NECK DICKEY, UNISEX                   | A-DFO-435 | 127         | 1,012.19 \$          |
| SHORT CADET UNISEX                         | A-DFO-442 | 46          | 1,266.84 \$          |
| TOQUE UNISEX                               | A-DFO-418 | 227         | 1,991.72 \$          |
| HIGH VISIBILITY VEST UNISEX                | A-DFO-447 | 46          | 4,140.00 \$          |
| WATERPROOF JACKET UNISEX                   | A-DFO-420 | 94          | 37,294.50 \$         |
| DRESS TUNIC WOMEN                          | A-DFO-316 | 5           | 1,494.69 \$          |
| DRESS TUNIC MEN                            | A-DFO-210 | 42          | 13,070.43 \$         |
| CAP, SERVICE DRESS, DFO,W/O COVER          | B-DFO-207 | 1           | 74.75 \$             |
| WORK PANT MEN DFO-200-3232                 | B-DFO-200 | 1           | 37.66 \$             |
| GLOVES, CEREMONIAL, BLACK WOMEN            | A-DFO-451 | 7           | 292.60 \$            |
| T-SHIRT CADET UNISEX                       | A-DFO-438 | 69          | 1,243.38 \$          |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 1           | 45.29 \$             |
| WORK PANT WOMEN                            | A-DFO-300 | 2           | 139.94 \$            |
| MEN'S UNIFORM DRESS JACKET                 | A-DFO-210 | 1           | 378.94 \$            |
| WORK PANT WOMEN                            | A-DFO-300 | 1           | 58.47 \$             |
| CAP, SERVICE DRESS UNISEX DIR GEN          | A-DFO-208 | 1           | 119.05 \$            |
|  |           | <b>5111</b> | <b>261,840.47 \$</b> |
| CAP, SERVICE DRESS, UNISEX GREEN,          | A-DFO-403 | 257         | 2,803.87 \$          |
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN, | A-DFO-206 | 48          | 3,710.04 \$          |
| CAP, SERVICE DRESS, DIRECTOR GREEN,        | A-DFO-207 | 1           | 110.57 \$            |
| BELT, LEATHER, BLACK                       | A-DFO-423 | 88          | 2,610.00 \$          |
| BELT, UNISEX 45" NYLON                     | A-COM-422 | 69          | 526.33 \$            |
| BELT, UNISEX 62" NYLON                     | A-COM-422 | 18          | 140.76 \$            |
| HAT WITH MUSKRAT FUR, GREEN                | A-DFO-426 | 68          | 5,749.12 \$          |
| SHIRT, LONG SLEEVE, MALE DFO (CUSTOM MADE) | A-DFO-602 | 6           | 459.24 \$            |
| SHIRT, SHORT SLEEVE, FEMALE TAN            | A-DFO-701 | 66          | 1,708.08 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-703 | 24          | 582.78 \$            |
| SHIRT, SHORT SLEEVE, MALE TAN              | A-DFO-601 | 297         | 8,170.47 \$          |
| SHIRT, SHORT SLEEVE, MALE WHITE            | A-DFO-603 | 85          | 2,251.65 \$          |
| SHIRT, LONG SLEEVE, FEMALE TAN             | A-DFO-702 | 84          | 2,430.12 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-704 | 20          | 539.00 \$            |
| SHIRT, LONG SLEEVE, MALE TAN               | A-DFO-602 | 392         | 11,880.60 \$         |

|  |           |             |                      |
|--|-----------|-------------|----------------------|
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 126         | 3,395.70 \$          |
| COVERALLS, GREEN                           | A-DFO-425 | 56          | 4,480.00 \$          |
| GOLD LANYARD                               | A-DFO-427 | 34          | 952.00 \$            |
| TIE CLIP                                   | A-COM-414 | 3           | 21.18 \$             |
|  | A-DFO-414 | 130         | 1,146.60 \$          |
|  | A-DFO-415 | 62          | 546.84 \$            |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 80          | 3,628.49 \$          |
| WORK EPAULETTES FOR CADET                  | A-COM-116 | 2           | 44.22 \$             |
| WORK EPAULETTES FOR CADET                  | A-COM-109 | 2           | 42.00 \$             |
| DRESS EPAULETTES FOR SUPERVISOR 1 STRIP    | A-DFO-526 | 16          | 345.28 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 2 STRIPS   | A-DFO-527 | 14          | 309.54 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 3 STRIPS   | A-DFO-528 | 9           | 227.79 \$            |
| WORK EPAULETTES FOR SUPERVISOR 1 STRIP     | A-DFO-521 | 76          | 1,640.08 \$          |
| WORK EPAULETTES FOR SUPERVISOR 2 STRIPS    | A-DFO-522 | 36          | 795.96 \$            |
| WORK EPAULETTES FOR SUPERVISOR 4 STRIPS    | A-DFO-523 | 26          | 658.06 \$            |
|  | A-DFO-524 | 2           | 63.42 \$             |
| GLOVES, CEREMONIAL, WHITE UNISEX           | A-DFO-449 | 58          | 1,047.40 \$          |
| GLOVES, CEREMONIAL, BLACK MEN              | A-DFO-450 | 27          | 1,128.60 \$          |
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 38          | 4,600.66 \$          |
| SHOULDER FLASH DFO                         | A-DFO-192 | 300         | 498.00 \$            |
| FORGE CAP BADGE                            | A-DFO-531 | 57          | 1,650.88 \$          |
| COLAR DOGS                                 | A-DFO-532 | 437         | 10,444.30 \$         |
| NAME TAG                                   | A-DFO-448 | 179         | 3,759.00 \$          |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 87          | 19,824.40 \$         |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 101         | 13,609.45 \$         |
| CARGO PANT UNISEX                          | A-DFO-400 | 491         | 42,324.20 \$         |
| DRESS PANT UNISEX                          | A-DFO-209 | 74          | 6,216.57 \$          |
| WORK PANT WOMEN                            | A-DFO-300 | 28          | 1,562.26 \$          |
| WORK PANT MEN                              | A-COM-200 | 4           | 169.12 \$            |
|  | A-DFO-200 | 283         | 15,089.96 \$         |
| WATERPROOP PANT UNISEX                     | A-DFO-433 | 86          | 20,210.00 \$         |
| TIE CLIP WOMEN                             | A-DFO-434 | 28          | 579.88 \$            |
| TIE CLIP MEN                               | A-DFO-434 | 107         | 2,215.97 \$          |
| MOCK NECK DICKEY, UNISEX                   | A-DFO-435 | 102         | 812.94 \$            |
| DUFFLE BAG                                 | A-DFO-436 | 33          | 109.50 \$            |
| SHORT SPORT CADET UNISEX                   | A-DFO-442 | 64          | 1,762.56 \$          |
| TOQUE UNISEX                               | A-COM-418 | 3           | 22.95 \$             |
|  | A-DFO-418 | 221         | 1,903.08 \$          |
| UNISEX CARGO PANT                          | B-DFO-400 | 1           | 37.34 \$             |
| HIGH VISIBILITY VEST UNISEX                | A-DFO-447 | 52          | 4,680.00 \$          |
| WATERPROOF JACKET UNISEX                   | A-DFO-420 | 107         | 42,789.30 \$         |
| DRESS TUNIC WOMEN                          | A-DFO-316 | 10          | 3,138.80 \$          |
| DRESS TUNIC MEN                            | A-DFO-210 | 36          | 11,449.11 \$         |
| GLOVES CEREMONIAL BLACK WOMEN              | A-DFO-451 | 7           | 292.60 \$            |
| T-SHIRT CADET UNISEX                       | A-DFO-438 | 96          | 1,729.92 \$          |
|  |           | <b>5317</b> | <b>275,644.32 \$</b> |
| BALL CAP UNISEX - WORK                     | A-DFO-403 | 439         | 4,789.49 \$          |

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|--|-----------|-----|--------------|
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN, | A-DFO-206 | 84  | 6,532.68 \$  |
| CAP, SERVICE DRESS, UNISEX DIRECTOR GREEN, | A-DFO-207 | 1   | 110.57 \$    |
| BELT LEATHER BLACK, GOLD BUCKLE            | A-DFO-423 | 172 | 5,100.00 \$  |
| BELT UNISEX 45" NYLON                      | A-COM-422 | 62  | 465.39 \$    |
| BELT, UNISEX 62" NYLON                     | A-COM-422 | 20  | 156.40 \$    |
| HAT WITH MUSKRAT FUR, GREEN                | A-DFO-426 | 106 | 8,656.48 \$  |
| SHIRT, LONG SLEEVE, MALE DFO (CUSTOM MADE) | A-DFO-602 | 3   | 229.62 \$    |
| SHIRT, SHORT SLEEVE, FEMALE TAN            | A-DFO-701 | 101 | 2,613.88 \$  |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-703 | 11  | 291.39 \$    |
| SHIRT, SHORT SLEEVE, MALE TAN              | A-DFO-601 | 518 | 14,353.65 \$ |
| SHIRT, SHORT SLEEVE, MALE WHITE            | A-DFO-603 | 112 | 3,250.96 \$  |
| SHIRT, LONG SLEEVE, FEMALE TAN             | A-DFO-702 | 97  | 2,806.21 \$  |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-704 | 20  | 539.00 \$    |
| SHIRT, LONG SLEEVE, MALE TAN               | A-DFO-602 | 568 | 17,210.40 \$ |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 110 | 2,964.50 \$  |
| SHIRT, LONG SLEEVE, FEMALE WHITE           | A-DFO-704 | 2   | 53.90 \$     |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 14  | 377.30 \$    |
| COVERALLS, GREEN                           | A-DFO-425 | 109 | 8,720.00 \$  |
| GOLD LANYARD                               | A-DFO-427 | 35  | 980.00 \$    |
| TIE CLIP                                   | A-DFO-414 | 129 | 1,137.78 \$  |
|  | A-DFO-415 | 95  | 837.90 \$    |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 132 | 5,978.28 \$  |
| DRESS EPAULETTES FOR SUPERVISOR 1 STRIP    | A-DFO-526 | 11  | 237.38 \$    |
| DRESS EPAULETTES FOR SUPERVISOR 2 STRIPS   | A-DFO-527 | 22  | 486.42 \$    |
| DRESS EPAULETTES FOR SUPERVISOR 3 STRIPS   | A-DFO-528 | 11  | 278.41 \$    |
| DRESS EPAULETTES FOR SUPERVISOR 4 STRIPS   | A-DFO-529 | 2   | 63.42 \$     |
| WORK EPAULETTES FOR SUPERVISOR 1 STRIP     | A-DFO-521 | 41  | 884.78 \$    |
| WORK EPAULETTES FOR SUPERVISOR 2 STRIPS    | A-DFO-522 | 36  | 795.96 \$    |
| WORK EPAULETTES FOR SUPERVISOR 4 STRIPS    | A-DFO-523 | 9   | 227.79 \$    |
| GLOVES CEREMONIAL WHITE UNISEX             | A-DFO-449 | 96  | 1,795.20 \$  |
| GLOVES CEREMONIAL BLACK MEN                | A-DFO-450 | 38  | 1,581.60 \$  |
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 38  | 4,600.66 \$  |
| ????? DON'T HAVE THIS AS AN ITEM ????      | A-DFO-192 | 520 | 863.20 \$    |
| SHOULDER FLASH DFO                         | A-DFO-531 | 101 | 2,977.48 \$  |
| COLAR DOGS                                 | A-DFO-532 | 517 | 12,356.30 \$ |
| NAME TAG                                   | A-DFO-448 | 241 | 5,061.00 \$  |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 132 | 30,854.64 \$ |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 141 | 19,112.55 \$ |
| CARGO PANT UNISEX                          | A-DFO-400 | 833 | 70,926.86 \$ |
| DRESS PANT UNISEX                          | A-DFO-209 | 102 | 8,502.61 \$  |
| WORK PANT WOMEN                            | A-DFO-300 | 25  | 1,461.75 \$  |
| WORK PANT MEN                              | A-DFO-200 | 352 | 20,481.30 \$ |
| WATERPROOF PANT UNISEX                     | A-DFO-433 | 151 | 35,485.00 \$ |
| TIE CLIP WOMEN                             | A-DFO-434 | 23  | 476.33 \$    |
| TIE CLIP MEN                               | A-DFO-434 | 142 | 2,940.82 \$  |
| MOCK NECK DICKEY, UNISEX                   | A-DFO-435 | 79  | 629.63 \$    |
| DUFFLE BAG                                 | A-DFO-436 | 132 | 2,080.50 \$  |

|  |           |             |                      |
|--|-----------|-------------|----------------------|
| SHORTS SPORTS CADET UNISEX                 | A-DFO-442 | 112         | 3,084.48 \$          |
| TOQUE UNISEX                               | A-DFO-418 | 229         | 2,002.36 \$          |
| HIGH VISIBILITY VEST UNISEX                | A-DFO-447 | 79          | 7,110.00 \$          |
| WATERPROOF JACKET UNISEX                   | A-DFO-420 | 126         | 51,456.80 \$         |
| DRESS TUNIC WOMEN                          | A-DFO-316 | 21          | 6,657.99 \$          |
| DRESS TUNIC MEN                            | A-DFO-210 | 72          | 23,018.57 \$         |
| GLOVES CEREMONIAL BLACK WOMEN              | A-DFO-451 | 1           | 41.80 \$             |
| T-SHIRT CADET UNISEX                       | A-DFO-438 | 189         | 3,405.78 \$          |
|  |           | <b>7564</b> | <b>410,095.15 \$</b> |
| BALL CAP UNISEX - WORK                     | A-DFO-403 | 246         | 2,683.86 \$          |
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN, | A-DFO-206 | 51          | 3,966.27 \$          |
| CAP, SERVICE DRESS, UNISEX DIRECTOR GREEN, | A-DFO-207 | 2           | 221.14 \$            |
| BELT LEATHER BLACK, GOLD BUCKLE            | A-DFO-423 | 124         | 3,720.00 \$          |
| BELT UNISEX 45" NYLON                      | A-COM-422 | 58          | 455.54 \$            |
| BELT, UNISEX 62" NYLON                     | A-COM-422 | 7           | 55.34 \$             |
| HAT WITH MUSKRAT FUR, GREEN                | A-DFO-426 | 75          | 6,099.00 \$          |
| SHIRT, SHORT SLEEVE, FEMALE TAN            | A-DFO-701 | 51          | 1,319.88 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-703 | 6           | 158.94 \$            |
| SHIRT, SHORT SLEEVE, MALE TAN              | A-DFO-601 | 309         | 8,500.59 \$          |
| SHIRT, SHORT SLEEVE, MALE WHITE            | A-DFO-603 | 98          | 2,702.55 \$          |
| SHIRT, LONG SLEEVE, FEMALE TAN             | A-DFO-702 | 98          | 2,835.14 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-704 | 6           | 161.70 \$            |
| SHIRT, LONG SLEEVE, MALE TAN               | A-DFO-602 | 342         | 10,362.60 \$         |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 105         | 2,859.85 \$          |
| SHIRT, LONG SLEEVE, FEMALE WHITE           | A-DFO-704 | 2           | 53.90 \$             |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 3           | 80.85 \$             |
| COVERALLS, GREEN                           | A-DFO-425 | 72          | 5,760.00 \$          |
| LANYARD GOLD                               | A-DFO-427 | 17          | 476.00 \$            |
| TIE CLIP                                   | A-DFO-414 | 100         | 882.00 \$            |
|  | A-DFO-415 | 72          | 635.04 \$            |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 73          | 3,306.17 \$          |
| DRESS EPAULETTES FOR SUPERVISOR 1 STRIP    | A-DFO-526 | 10          | 215.80 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 2 STRIPS   | A-DFO-527 | 14          | 309.54 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 3 STRIPS   | A-DFO-528 | 10          | 253.10 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 4 STRIPS   | A-DFO-529 | 2           | 63.42 \$             |
| WORK EPAULETTES FOR SUPERVISOR 1 STRIP     | A-DFO-521 | 88          | 1,899.04 \$          |
| WORK EPAULETTES FOR SUPERVISOR 2 STRIPS    | A-DFO-522 | 44          | 972.84 \$            |
| WORK EPAULETTES FOR SUPERVISOR 4 STRIPS    | A-DFO-523 | 32          | 809.92 \$            |
|  | A-DFO-524 | 6           | 190.26 \$            |
| GLOVES CEREMONIAL WHITE UNISEX             | A-DFO-449 | 61          | 1,140.70 \$          |
| GLOVES CEREMONIAL BLACK MEN                | A-DFO-450 | 35          | 1,463.00 \$          |
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 26          | 3,147.82 \$          |
| DRESS CAP BADGE                            | A-DFO-531 | 52          | 1,532.96 \$          |
| COLAR DOGS                                 | A-DFO-532 | 336         | 8,030.40 \$          |
| NAME TAG                                   | A-DFO-448 | 126         | 2,646.00 \$          |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 89          | 21,243.20 \$         |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 81          | 10,979.55 \$         |

|  |           |             |                      |
|--|-----------|-------------|----------------------|
| CARGO PANT UNISEX                          | A-DFO-400 | 646         | 55,946.30 \$         |
| DRESS PANT UNISEX                          | A-DFO-209 | 67          | 5,583.11 \$          |
| WORK PANT WOMEN                            | A-DFO-300 | 56          | 3,274.32 \$          |
| WORK PANT MEN                              | A-DFO-200 | 244         | 14,427.72 \$         |
| WORK PANT MEN - CUSTOM ORDER               | A-DFO-200 | 3           | 237.69 \$            |
| WATERPROOF PANT UNISEX                     | A-DFO-433 | 88          | 20,680.00 \$         |
| WINTER PARK WITH REMOVABLE VEST LINER      | A-DFO-446 | 6           | 1,500.00 \$          |
| TIE CLIP WOMEN                             | A-DFO-434 | 34          | 704.14 \$            |
| TIE CLIP MEN                               | A-DFO-434 | 125         | 2,588.75 \$          |
| MOCK NECK DICKEY, UNISEX                   | A-DFO-435 | 55          | 438.35 \$            |
| DUFFLE BAG                                 | A-DFO-436 | 20          | 730.00 \$            |
| SHORT SPORT CADET UNISEX                   | A-DFO-442 | 63          | 1,727.20 \$          |
| TOQUE UNISEX                               | A-DFO-418 | 188         | 1,665.68 \$          |
| HIGH VISIBILITY VEST UNISEX                | A-DFO-447 | 49          | 4,410.00 \$          |
| WATERPROOF JACKET UNISEX                   | A-DFO-420 | 79          | 32,445.30 \$         |
| DRESS TUNIC WOMEN                          | A-DFO-316 | 17          | 5,398.40 \$          |
| DRESS TUNIC MEN                            | A-DFO-210 | 40          | 12,806.58 \$         |
| GLOVES CEREMONIAL BLACK MEN                | A-DFO-451 | 13          | 543.40 \$            |
| T-SHIRT CADET UNISEX                       | A-DFO-438 | 105         | 1,892.10 \$          |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 1           | 45.29 \$             |
| EPAULETTE CADET                            | A-DFO-520 | 59          | 1,191.80 \$          |
|  |           | <b>4887</b> | <b>280,430.04 \$</b> |
| BALL CAP UNISEX - WORK                     | A-DFO-403 | 164         | 1,789.24 \$          |
| CAP, SERVICE DRESS, UNISEX OFFICERS GREEN, | A-DFO-206 | 38          | 2,955.26 \$          |
| CAP, SERVICE DRESS, UNISEX DIRECTOR GREEN, | A-DFO-423 | 60          | 1,800.00 \$          |
| BELT UNISEX 45" NYLON                      | A-COM-422 | 31          | 240.04 \$            |
| BELT, UNISEX 62" NYLON                     | A-COM-422 | 12          | 94.44 \$             |
| HAT WITH MUSKRAT FUR, GREEN                | A-DFO-426 | 45          | 3,659.40 \$          |
| SHIRT, LONG SLEEVE MEN, TAN (CUSTOM ORDER) | A-DFO-602 | 2           | 153.08 \$            |
| SHIRT, SHORT SLEEVE, FEMALE TAN            | A-DFO-701 | 74          | 1,915.12 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-703 | 5           | 132.45 \$            |
| SHIRT, SHORT SLEEVE, MALE TAN              | A-DFO-601 | 262         | 7,207.62 \$          |
| SHIRT, SHORT SLEEVE, FEMALE WHITE          | A-DFO-603 | 16          | 423.84 \$            |
| SHIRT, LONG SLEEVE, FEMALE TAN             | A-DFO-702 | 62          | 1,793.66 \$          |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-704 | 4           | 107.80 \$            |
| SHIRT, LONG SLEEVE, MALE TAN               | A-DFO-602 | 267         | 8,090.10 \$          |
| SHIRT, LONG SLEEVE, MALE WHITE             | A-DFO-604 | 36          | 970.20 \$            |
| COVERALLS, GREEN                           | A-DFO-425 | 50          | 4,000.00 \$          |
| LANYARD GOLD                               | A-DFO-427 | 3           | 84.00 \$             |
| TIE CLIP                                   | A-DFO-414 | 26          | 229.32 \$            |
|  | A-DFO-415 | 56          | 493.92 \$            |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 47          | 2,128.63 \$          |
| DRESS EPAULETTES FOR SUPERVISOR 1 STRIP    | A-DFO-526 | 11          | 237.38 \$            |
| DRESS EPAULETTES FOR SUPERVISOR 3 STRIPS   | A-DFO-528 | 1           | 25.31 \$             |
| WORK EPAULETTES FOR SUPERVISOR 1 STRIP     | A-DFO-521 | 98          | 2,114.84 \$          |
| WORK EPAULETTES FOR SUPERVISOR 2 STRIPS    | A-DFO-522 | 18          | 397.98 \$            |
| WORK EPAULETTES FOR SUPERVISOR 4 STRIPS    | A-DFO-523 | 8           | 202.48 \$            |

|  |           |              |                        |
|--|-----------|--------------|------------------------|
| GLOVES CEREMONIAL WHITE UNISEX             | A-DFO-449 | 46           | 860.20 \$              |
| GLOVES CEREMONIAL BLACK MEN                | A-DFO-450 | 25           | 1,045.00 \$            |
| RAINCOAT, BLACK UNISEX                     | A-DFO-429 | 14           | 1,694.98 \$            |
| DRESS CAP BADGE                            | A-DFO-531 | 35           | 1,031.80 \$            |
| COLAR DOGS                                 | A-DFO-532 | 221          | 5,281.90 \$            |
| NAME TAG                                   | A-DFO-448 | 83           | 1,743.00 \$            |
| JACKET, SOFT SHELL, GREEN, UNISEX,         | A-DFO-432 | 54           | 12,776.00 \$           |
| POLAR FLEECE JACKET, UNISEX                | A-DFO-407 | 53           | 7,184.15 \$            |
| CARGO PANT UNISEX                          | A-DFO-400 | 396          | 34,187.42 \$           |
| DRESS PANT UNISEX                          | A-DFO-209 | 42           | 3,499.86 \$            |
| WORK PANT WOMEN                            | A-DFO-300 | 15           | 877.05 \$              |
| WORK PANT MEN                              | A-DFO-200 | 124          | 7,332.12 \$            |
| WATERPROOF PANT UNISEX                     | A-DFO-433 | 67           | 15,745.00 \$           |
| WINTER PARKA WITH REMOVABLE LINER          | A-DFO-446 | 85           | 21,250.00 \$           |
| TIE CLIP WOMEN                             | A-DFO-434 | 14           | 289.94 \$              |
| TIE CLIP MEN                               | A-DFO-434 | 50           | 1,035.50 \$            |
| MOCK NECK DICKEY, UNISEX                   | A-DFO-435 | 19           | 151.43 \$              |
| SHORTS SPORT CADET UNISEX                  | A-DFO-442 | 67           | 1,833.45 \$            |
| TOQUE UNISEX                               | A-DFO-418 | 132          | 1,169.52 \$            |
| HIGH VISIBILITY VEST UNISEX                | A-DFO-447 | 30           | 2,700.00 \$            |
| WATERPROOF JACKET UNISEX                   | A-DFO-420 | 61           | 25,052.70 \$           |
| DRESS TUNIC WOMEN                          | A-DFO-316 | 9            | 2,850.50 \$            |
| DRESS TUNIC MEN                            | A-DFO-210 | 22           | 7,048.23 \$            |
| GLOVES CEREMONIAL BLACK WOMEN              | A-DFO-451 | 9            | 376.20 \$              |
| T-SHIRT CADET UNISEX                       | A-DFO-438 | 96           | 1,729.92 \$            |
| LINER FOR WATERPROOF JACKET (PARKA) UNISEX | A-DFO-424 | 3            | 135.87 \$              |
| EPAULETTES CADET                           | A-DFO-520 | 64           | 1,292.80 \$            |
|  |           | <b>3232</b>  | <b>201,420.65 \$</b>   |
|  |           | <b>29285</b> | <b>1,563,377.45 \$</b> |

**Description d'article****Item description****CASQUETTE DE TRAVAIL UNISEXE****Ball Cap Unisex Work****CASQUETTE G. TENUE UNISEXE AGENT****CAP, SERVICE DRESS, UNISEX OFFICERS GREEN,****CASQUETTE G. TENUE UNISEXE DIRECTEUR****CAP, SERVICE DRESS, UNISEX DIRECTOR GREEN****CEINTURE CUIR NOIRE BOUCLE OR****BELT, LEATHER, BLACK GOLD BUCKLE****CEINTURE UNISEXE 45" NYLON****BELT, UNISEX 45" NYLON****CEINTURE UNISEXE 62" NYLON****BELT, UNISEX 62" NYLON****CHAPEAU FOURRURE RAT MUSQUÉ VERT****HAT WITH MUSKRAT FUR, GREEN**

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**CHEMISE HOMME ML BEIGE DFO SUR MESURI SHIRT, LONG SLEEVE, MALE DFO (CUSTOM MADE)**

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**CHEMISE MC FEMME BEIGE SHIRT, SHORT SLEEVE, FEMALE TAN**

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**CHEMISE MC FEMME BLANCHE SHIRT, SHORT SLEEVE, FEMALE WHITE**

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**CHEMISE MC HOMME BEIGE SHIRT, SHORT SLEEVE, FEMALE WHITE**

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**CHEMISE MC HOMME BLANCHE SHIRT, SHORT SLEEVE, MALE WHITE**

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**CHEMISE ML FEMME BEIGE SHIRT, LONG SLEEVE, FEMALE TAN**

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CHEMISE ML FEMME BLANCHE

SHIRT, LONG SLEEVE, FEMALE WHITE

---

CHEMISE ML HOMME BEIGE

SHIRT, LONG SLEEVE, FEMALE TAN

---

CHEMISE ML HOMME BLANCHE

SHIRT, LONG SLEEVE, MALE WHITE

---

CHEMISES À MANCHES LONGUES FEMME, BLA SHIRT, LONG SLEEVE, FEMALE WHITE

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CHEMISES À MANCHES LONGUES HOMMES, B SHIRT, LONG SLEEVE, MALE WHITE

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COMBINAISON DE TRAVAIL UNISEXE VERT COVERALLS, GREEN

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CORDON OR

LANYARD GOLD

---

CRAVATE À PINCE

TIE CLIP

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**DOUBLURE POUR VESTE (PARKA) UNISEXE      LINER FOR WATERPROOF JACKET (PARKA) UNISEX**

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**ÉPAULETTE TRAVAIL ÉLÈVE OFF MACH.      WORK EPAULETTES CADETS**

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**ÉPAULETTE TRAVAIL ÉLÈVE OFFICIER      WORK EPAULETTES CADETS**

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**ÉPAULETTE G TENUE SUPERV 1 GALLON      DRESS EPAULETTES FOR SUPERVISOR 1 STRIP**

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**ÉPAULETTE G TENUE SUPERV 2 GALLONS      DRESS EPAULETTES FOR SUPERVISOR 2 STRIP**

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**ÉPAULETTE G TENUE SUPERV 3 GALLONS      DRESS EPAULETTES FOR SUPERVISOR 3 STRIP**

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**ÉPAULETTE G TENUE SUPERV 4 GALLONS      DRESS EPAULETTES FOR SUPERVISOR 4 STRIP**

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**ÉPAULETTE TRAVAIL SUPERV 1 GALLON      DRESS EPAULETTES FOR SUPERVISOR 1 STRIP**

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**ÉPAULETTE TRAVAIL SUPERV 2 GALLONS      WORK EPAULETTES FOR SUPERVISOR 2 STRIP**

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**ÉPAULETTE TRAVAIL SUPERV 4 GALLONS**      **WORK EPAULETTES FOR SUPERVISOR 4 STRIP**

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**GANT CÉRÉMONIAL BLANC UNISEXE**      **GLOVES, CEREMONIAL, COTTON, WHITE**

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**GANT CÉRÉMONIAL NOIR HOMME**      **GLOVES, CEREMONIAL, BLACK**

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**IMPERMÉABLE NOIR UNISEXE**      **RAINCOAT, BLACK UNISEX**

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**INSIGNE À BÉRET OFFICIER**

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**INSIGNE D'ÉPAULE DFO**      **SHOULDER FLASHES DFO**

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**INSIGNE DE CASQUETTE GRANDE TENUE**      **CAP BADGE**

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**INSIGNE DE COL**      **COLAR DOGS**

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**INSIGNE PERSONNALISÉE**

**NAME TAG**

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**MANTEAU COQUILLE SOUPLE**

**JACKET, SOFT SHELL, GREEN, UNISEX,**

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**MANTEAU POLAR UNISEXE**

**POLAR FLEECE JACKET, UNISEX**

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**PANT. CARGO DFO-400-3432**

**CARGO PANTS DFO-400-3432**

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**PANT. TRAVAIL FEMME DFO-300-3032**

**WORK PANT WOMEN DFO-300-3032**

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**PANT. TRAVAIL HOMME DFO-200-3630**

**WORK PANT MEN DFO-200-3630**

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**PANT. TRAVAIL HOMME DFO-200-3632**

**WORK PANT MEN DFO-200-3632**

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**PANT. TRAVAIL HOMME DFO-200-3634**

**WORK PANT MEN DFO-200-3634**

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**PANT. TRAVAIL HOMME DFO-200-3832**

**WORK PANT MEN DFO-200-3832**

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**PANT. TRAVAIL HOMME DFO-200-3834**

**WORK PANT MEN DFO-200-3834**

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**PANTALON CARGO HOMME**

**CARGO PANTS MEN**

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**PANTALON CARGO UNISEXE**

**CARGO PANTS UNISEX**

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**PANTALON DE GRANDE TENUE UNISEXE**      **DRESS PANT UNISEX**

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**PANTALON DE TRAVAIL FEMME**      **WORK PANT WOMEN**

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**PANTALON DE TRAVAIL HOMME**      **WORK PANT MEN**

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**Pantalon de travail homme - special**      **WORK PANT MEN - SPECIAL**

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**PANTALON IMPERMÉABLE UNISEXE**      **WATERPROOF PANT UNISEX**

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**PARKA HIVER AVEC VESTE AMOVIBLE SM**      **WINTER PARKA WITH REMOVABLE VEST**

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**PINCE À CRAVATE FEMME**      **TIE CLIP WOMEN**

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**PINCE À CRAVATE HOMME** **TIE CLIP MEN**

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**PLASTRON A COL CHEMINÉ UNISEXE** **MOCK NECK DICKEY, UNISEX**

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**SAC SPORT** **SPORT BAG**

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**SHORT SPORT CADET UNISEXE** **SHORT SPORT CADET UNISEX**

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**TUQUE UNISEXE** **TOQUE UNISEX**

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**UNISEX CARGO PANT** **CARGO PANT UNISEX**

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**VESTE HAUTE VISIBILITÉ** **HIGH VISIBILITY VEST UNISEX**

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**VESTE IMPERMÉABLE (PARKA) UNISEXE**      **WATERPROOF PARKA UNISEX**

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**VESTON DE GRANDE TENUE FEMME**      **DRESS TUNIC WOMEN**

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**VESTON DE GRANDE TENUE HOMME**      **DRESS TUNIC MEN**

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**PANT. TRAVAIL HOMME DFO-200-3434**      **WORK PANT MEN DFO-200-3434**

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**CHAPEAU GR TENUE DFO SANS COQUE**      **CAP, SERVICE DRESS, WITHOUT COVER**

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**PANT. TRAVAIL HOMME DFO-200-3232**      **WORK PANT MEN DFO-200-3232**

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**PANT. TRAVAIL FEMME DFO-300-3232**      **WORK PANT WOMEN DFO-300-3232**

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**GANT CÉRÉMONIAL NOIR FEMME**      **GLOVES CEREMONIAL BLACK WOMEN**

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**chemise beige ML, homme**      **SHIRT, LONG SLEEVE, MALE TAN**

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**T-SHIRT CADET UNISEXE**      **T-SHIRT CADET UNISEX**

|                                      |  |
|--------------------------------------|--|
| T-SHIRT CADET UNISEX                 | T-SHIRT CADET UNISEX                       |
| CASQUETTE GR TENUE UNISEX DIR GEN 56 | CAP, SERVICE DRESS, UNISEX DIR GEN         |
| DOUBLURE POUR VESTE (PARKA) UNISEXE  | LINER FOR WATERPROOF JACKET (PARKA) UNISEX |
| PANTALON TRAVAIL FEMME               | WORK PANT WOMEN                            |
| MEN'S UNIFORM DRESS JACKET           | DRESS TUNIC MEN                            |
| PANTALON DE TRAVAIL FEMME            | WATERPROOF PANT WOMEN                      |
| CASQUETTE G. TENUE UNISEXE DIR GÉN   | CAP, SERVICE DRESS, UNISEX DIR GEN         |
| ÉPAULETTE CADET                      | EPAULETTE CADET                            |
| <b>Total général</b>                 | <b>TOTAL</b>                               |

| Code                   | Année de<br>demande/Year of order | Somme de<br>Commandé | Total Price-Prix<br>total |
|------------------------|-----------------------------------|----------------------|---------------------------|
| <b>A-DFO-403</b>       | 2015                              | 160                  | 1,745.60 \$               |
|                        | 2016                              | 310                  | 3,382.10 \$               |
|                        | 2017                              | 257                  | 2,803.87 \$               |
|                        | 2018                              | 439                  | 4,789.49 \$               |
|                        | 2019                              | 246                  | 2,683.86 \$               |
|                        | 2020                              | 164                  | 1,789.24 \$               |
| <b>Total A-DFO-403</b> |                                   | <b>1576</b>          | <b>17,194.16 \$</b>       |
| <b>A-DFO-206</b>       | 2015                              | 15                   | 1,122.30 \$               |
|                        | 2016                              | 47                   | 3,544.11 \$               |
|                        | 2017                              | 48                   | 3,710.04 \$               |
|                        | 2018                              | 84                   | 6,532.68 \$               |
|                        | 2019                              | 51                   | 3,966.27 \$               |
|                        | 2020                              | 38                   | 2,955.26 \$               |
| <b>Total A-DFO-206</b> |                                   | <b>283</b>           | <b>21,830.66 \$</b>       |
| <b>A-DFO-207</b>       | 2015                              | 1                    | 110.57 \$                 |
|                        | 2016                              | 5                    | 552.85 \$                 |
|                        | 2017                              | 1                    | 110.57 \$                 |
|                        | 2018                              | 1                    | 110.57 \$                 |
|                        | 2019                              | 2                    | 221.14 \$                 |
| <b>Total A-DFO-207</b> |                                   | <b>10</b>            | <b>1,105.70 \$</b>        |
| <b>A-DFO-423</b>       | 2015                              | 86                   | 2,580.00 \$               |
|                        | 2016                              | 108                  | 3,210.00 \$               |
|                        | 2017                              | 88                   | 2,610.00 \$               |
|                        | 2018                              | 172                  | 5,100.00 \$               |
|                        | 2019                              | 124                  | 3,720.00 \$               |
|                        | 2020                              | 60                   | 1,800.00 \$               |
| <b>Total A-DFO-423</b> |                                   | <b>638</b>           | <b>19,020.00 \$</b>       |
| <b>A-COM-422</b>       | 2015                              | 36                   | 266.35 \$                 |
|                        | 2016                              | 52                   | 395.72 \$                 |
|                        | 2017                              | 69                   | 526.33 \$                 |
|                        | 2018                              | 62                   | 465.39 \$                 |
|                        | 2019                              | 58                   | 455.54 \$                 |
|                        | 2020                              | 31                   | 240.04 \$                 |
| <b>Total A-COM-422</b> |                                   | <b>308</b>           | <b>2,349.37 \$</b>        |
| <b>A-COM-422</b>       | 2015                              | 12                   | 93.84 \$                  |
|                        | 2016                              | 10                   | 78.20 \$                  |
|                        | 2017                              | 18                   | 140.76 \$                 |
|                        | 2018                              | 20                   | 156.40 \$                 |
|                        | 2019                              | 7                    | 55.34 \$                  |
|                        | 2020                              | 12                   | 94.44 \$                  |
| <b>Total A-COM-422</b> |                                   | <b>79</b>            | <b>618.98 \$</b>          |
| <b>A-DFO-426</b>       | 2015                              | 44                   | 3,578.08 \$               |

|                        |      |             |                     |
|------------------------|------|-------------|---------------------|
|                        | 2016 | 80          | 6,688.40 \$         |
|                        | 2017 | 68          | 5,749.12 \$         |
|                        | 2018 | 106         | 8,656.48 \$         |
|                        | 2019 | 75          | 6,099.00 \$         |
|                        | 2020 | 45          | 3,659.40 \$         |
| <b>Total A-DFO-426</b> |      | <b>418</b>  | <b>34,430.48 \$</b> |
| <b>A-DFO-602</b>       | 2015 | 1           | 76.54 \$            |
|                        | 2016 | 3           | 229.62 \$           |
|                        | 2017 | 6           | 459.24 \$           |
|                        | 2018 | 3           | 229.62 \$           |
|                        | 2020 | 2           | 153.08 \$           |
| <b>Total A-DFO-602</b> |      | <b>15</b>   | <b>1,148.10 \$</b>  |
| <b>A-DFO-701</b>       | 2015 | 49          | 1,268.12 \$         |
|                        | 2016 | 98          | 2,615.71 \$         |
|                        | 2017 | 66          | 1,708.08 \$         |
|                        | 2018 | 101         | 2,613.88 \$         |
|                        | 2019 | 51          | 1,319.88 \$         |
|                        | 2020 | 74          | 1,915.12 \$         |
| <b>Total A-DFO-701</b> |      | <b>439</b>  | <b>11,440.79 \$</b> |
| <b>A-DFO-703</b>       | 2015 | 16          | 423.84 \$           |
|                        | 2016 | 9           | 238.41 \$           |
|                        | 2017 | 24          | 582.78 \$           |
|                        | 2018 | 11          | 291.39 \$           |
|                        | 2019 | 6           | 158.94 \$           |
|                        | 2020 | 5           | 132.45 \$           |
| <b>Total A-DFO-703</b> |      | <b>71</b>   | <b>1,827.81 \$</b>  |
| <b>A-DFO-601</b>       | 2015 | 252         | 6,932.52 \$         |
|                        | 2016 | 446         | 12,269.46 \$        |
|                        | 2017 | 297         | 8,170.47 \$         |
|                        | 2018 | 518         | 14,353.65 \$        |
|                        | 2019 | 309         | 8,500.59 \$         |
|                        | 2020 | 262         | 7,207.62 \$         |
| <b>Total A-DFO-601</b> |      | <b>2084</b> | <b>57,434.31 \$</b> |
| <b>A-DFO-603</b>       | 2015 | 91          | 2,410.59 \$         |
|                        | 2016 | 118         | 3,267.86 \$         |
|                        | 2017 | 85          | 2,251.65 \$         |
|                        | 2018 | 112         | 3,250.96 \$         |
|                        | 2019 | 98          | 2,702.55 \$         |
|                        | 2020 | 16          | 423.84 \$           |
| <b>Total A-DFO-603</b> |      | <b>520</b>  | <b>14,307.45 \$</b> |
| <b>A-DFO-702</b>       | 2015 | 121         | 3,500.53 \$         |
|                        | 2016 | 110         | 3,182.30 \$         |
|                        | 2017 | 84          | 2,430.12 \$         |
|                        | 2018 | 97          | 2,806.21 \$         |
|                        | 2019 | 98          | 2,835.14 \$         |
|                        | 2020 | 62          | 1,793.66 \$         |
| <b>Total A-DFO-702</b> |      | <b>572</b>  | <b>16,547.96 \$</b> |

|                        |      |             |                     |
|------------------------|------|-------------|---------------------|
| <b>A-DFO-704</b>       | 2015 | 8           | 215.60 \$           |
|                        | 2016 | 9           | 242.55 \$           |
|                        | 2017 | 20          | 539.00 \$           |
|                        | 2018 | 20          | 539.00 \$           |
|                        | 2019 | 6           | 161.70 \$           |
|                        | 2020 | 4           | 107.80 \$           |
| <b>Total A-DFO-704</b> |      | <b>67</b>   | <b>1,805.65 \$</b>  |
| <b>A-DFO-602</b>       | 2015 | 258         | 7,817.40 \$         |
|                        | 2016 | 411         | 12,453.30 \$        |
|                        | 2017 | 392         | 11,880.60 \$        |
|                        | 2018 | 568         | 17,210.40 \$        |
|                        | 2019 | 342         | 10,362.60 \$        |
|                        | 2020 | 267         | 8,090.10 \$         |
| <b>Total A-DFO-602</b> |      | <b>2238</b> | <b>67,814.40 \$</b> |
| <b>A-DFO-604</b>       | 2015 | 85          | 2,290.75 \$         |
|                        | 2016 | 139         | 3,898.25 \$         |
|                        | 2017 | 126         | 3,395.70 \$         |
|                        | 2018 | 110         | 2,964.50 \$         |
|                        | 2019 | 105         | 2,859.85 \$         |
|                        | 2020 | 36          | 970.20 \$           |
| <b>Total A-DFO-604</b> |      | <b>601</b>  | <b>16,379.25 \$</b> |
| <b>A-DFO-704</b>       | 2015 | 3           | 80.85 \$            |
|                        | 2016 | 1           | 26.95 \$            |
|                        | 2018 | 2           | 53.90 \$            |
|                        | 2019 | 2           | 53.90 \$            |
| <b>Total A-DFO-704</b> |      | <b>8</b>    | <b>215.60 \$</b>    |
| <b>A-DFO-604</b>       | 2018 | 14          | 377.30 \$           |
|                        | 2019 | 3           | 80.85 \$            |
| <b>Total A-DFO-604</b> |      | <b>17</b>   | <b>458.15 \$</b>    |
| <b>A-DFO-425</b>       | 2015 | 10          | 800.00 \$           |
|                        | 2016 | 34          | 2,720.00 \$         |
|                        | 2017 | 56          | 4,480.00 \$         |
|                        | 2018 | 109         | 8,720.00 \$         |
|                        | 2019 | 72          | 5,760.00 \$         |
|                        | 2020 | 50          | 4,000.00 \$         |
| <b>Total A-DFO-425</b> |      | <b>331</b>  | <b>26,480.00 \$</b> |
| <b>A-DFO-427</b>       | 2017 | 34          | 952.00 \$           |
|                        | 2018 | 35          | 980.00 \$           |
|                        | 2019 | 17          | 476.00 \$           |
|                        | 2020 | 3           | 84.00 \$            |
| <b>Total A-DFO-427</b> |      | <b>89</b>   | <b>2,492.00 \$</b>  |
| <b>A-COM-414</b>       | 2017 | 3           | 21.18 \$            |
| <b>Total A-COM-414</b> |      | <b>3</b>    | <b>21.18 \$</b>     |
| <b>A-DFO-414</b>       | 2015 | 95          | 835.87 \$           |
|                        | 2016 | 97          | 855.54 \$           |
|                        | 2017 | 130         | 1,146.60 \$         |
|                        | 2018 | 129         | 1,137.78 \$         |

|                        |      |            |                     |
|------------------------|------|------------|---------------------|
|                        | 2019 | 100        | 882.00 \$           |
|                        | 2020 | 26         | 229.32 \$           |
| <b>Total A-DFO-414</b> |      | <b>577</b> | <b>5,087.11 \$</b>  |
| <b>A-DFO-415</b>       | 2015 | 47         | 411.90 \$           |
|                        | 2016 | 93         | 820.26 \$           |
|                        | 2017 | 62         | 546.84 \$           |
|                        | 2018 | 95         | 837.90 \$           |
|                        | 2019 | 72         | 635.04 \$           |
|                        | 2020 | 56         | 493.92 \$           |
| <b>Total A-DFO-415</b> |      | <b>425</b> | <b>3,745.86 \$</b>  |
| <b>A-DFO-424</b>       | 2015 | 23         | 1,041.67 \$         |
|                        | 2016 | 70         | 3,087.94 \$         |
|                        | 2017 | 80         | 3,628.49 \$         |
|                        | 2018 | 132        | 5,978.28 \$         |
|                        | 2019 | 73         | 3,306.17 \$         |
|                        | 2020 | 47         | 2,128.63 \$         |
| <b>Total A-DFO-424</b> |      | <b>425</b> | <b>19,171.18 \$</b> |
| <b>A-COM-116</b>       | 2017 | 2          | 44.22 \$            |
| <b>Total A-COM-116</b> |      | <b>2</b>   | <b>44.22 \$</b>     |
| <b>A-COM-109</b>       | 2017 | 2          | 42.00 \$            |
| <b>Total A-COM-109</b> |      | <b>2</b>   | <b>42.00 \$</b>     |
| <b>A-DFO-526</b>       | 2017 | 16         | 345.28 \$           |
|                        | 2018 | 11         | 237.38 \$           |
|                        | 2019 | 10         | 215.80 \$           |
|                        | 2020 | 11         | 237.38 \$           |
| <b>Total A-DFO-526</b> |      | <b>48</b>  | <b>1,035.84 \$</b>  |
| <b>A-DFO-527</b>       | 2017 | 14         | 309.54 \$           |
|                        | 2018 | 22         | 486.42 \$           |
|                        | 2019 | 14         | 309.54 \$           |
| <b>Total A-DFO-527</b> |      | <b>50</b>  | <b>1,105.50 \$</b>  |
| <b>A-DFO-528</b>       | 2017 | 9          | 227.79 \$           |
|                        | 2018 | 11         | 278.41 \$           |
|                        | 2019 | 10         | 253.10 \$           |
|                        | 2020 | 1          | 25.31 \$            |
| <b>Total A-DFO-528</b> |      | <b>31</b>  | <b>784.61 \$</b>    |
| <b>A-DFO-529</b>       | 2018 | 2          | 63.42 \$            |
|                        | 2019 | 2          | 63.42 \$            |
| <b>Total A-DFO-529</b> |      | <b>4</b>   | <b>126.84 \$</b>    |
| <b>A-DFO-521</b>       | 2016 | 38         | 820.04 \$           |
|                        | 2017 | 76         | 1,640.08 \$         |
|                        | 2018 | 41         | 884.78 \$           |
|                        | 2019 | 88         | 1,899.04 \$         |
|                        | 2020 | 98         | 2,114.84 \$         |
| <b>Total A-DFO-521</b> |      | <b>341</b> | <b>7,358.78 \$</b>  |
| <b>A-DFO-522</b>       | 2016 | 33         | 729.63 \$           |
|                        | 2017 | 36         | 795.96 \$           |
|                        | 2018 | 36         | 795.96 \$           |

|                        |      |            |                     |
|------------------------|------|------------|---------------------|
|                        | 2019 | 44         | 972.84 \$           |
|                        | 2020 | 18         | 397.98 \$           |
| <b>Total A-DFO-522</b> |      | <b>167</b> | <b>3,692.37 \$</b>  |
| <b>A-DFO-523</b>       | 2016 | 14         | 354.34 \$           |
|                        | 2017 | 26         | 658.06 \$           |
|                        | 2018 | 9          | 227.79 \$           |
|                        | 2019 | 32         | 809.92 \$           |
|                        | 2020 | 8          | 202.48 \$           |
| <b>Total A-DFO-523</b> |      | <b>89</b>  | <b>2,252.59 \$</b>  |
| <b>A-DFO-524</b>       | 2016 | 4          | 126.84 \$           |
|                        | 2017 | 2          | 63.42 \$            |
|                        | 2019 | 6          | 190.26 \$           |
| <b>Total A-DFO-524</b> |      | <b>12</b>  | <b>380.52 \$</b>    |
| <b>A-DFO-449</b>       | 2015 | 49         | 916.30 \$           |
|                        | 2016 | 51         | 941.30 \$           |
|                        | 2017 | 58         | 1,047.40 \$         |
|                        | 2018 | 96         | 1,795.20 \$         |
|                        | 2019 | 61         | 1,140.70 \$         |
|                        | 2020 | 46         | 860.20 \$           |
| <b>Total A-DFO-449</b> |      | <b>361</b> | <b>6,701.10 \$</b>  |
| <b>A-DFO-450</b>       | 2015 | 19         | 794.20 \$           |
|                        | 2016 | 17         | 710.60 \$           |
|                        | 2017 | 27         | 1,128.60 \$         |
|                        | 2018 | 38         | 1,581.60 \$         |
|                        | 2019 | 35         | 1,463.00 \$         |
|                        | 2020 | 25         | 1,045.00 \$         |
| <b>Total A-DFO-450</b> |      | <b>161</b> | <b>6,723.00 \$</b>  |
| <b>A-DFO-429</b>       | 2015 | 15         | 1,816.05 \$         |
|                        | 2016 | 22         | 2,637.47 \$         |
|                        | 2017 | 38         | 4,600.66 \$         |
|                        | 2018 | 38         | 4,600.66 \$         |
|                        | 2019 | 26         | 3,147.82 \$         |
|                        | 2020 | 14         | 1,694.98 \$         |
| <b>Total A-DFO-429</b> |      | <b>153</b> | <b>18,497.64 \$</b> |
| <b>A-COM-187</b>       | 2017 | 3          | 15.78 \$            |
| <b>Total A-COM-187</b> |      | <b>3</b>   | <b>15.78 \$</b>     |
| <b>A-DFO-192</b>       | 2017 | 300        | 498.00 \$           |
|                        | 2018 | 520        | 863.20 \$           |
| <b>Total A-DFO-192</b> |      | <b>820</b> | <b>1,361.20 \$</b>  |
| <b>A-DFO-531</b>       | 2017 | 57         | 1,650.88 \$         |
|                        | 2018 | 101        | 2,977.48 \$         |
|                        | 2019 | 52         | 1,532.96 \$         |
|                        | 2020 | 35         | 1,031.80 \$         |
| <b>Total A-DFO-531</b> |      | <b>245</b> | <b>7,193.12 \$</b>  |
| <b>A-DFO-532</b>       | 2015 | 382        | 9,129.80 \$         |
|                        | 2016 | 491        | 11,734.90 \$        |
|                        | 2017 | 437        | 10,444.30 \$        |

|                        |      |             |                      |
|------------------------|------|-------------|----------------------|
|                        | 2018 | 517         | 12,356.30 \$         |
|                        | 2019 | 336         | 8,030.40 \$          |
|                        | 2020 | 221         | 5,281.90 \$          |
| <b>Total A-DFO-532</b> |      | <b>2384</b> | <b>56,977.60 \$</b>  |
| <b>A-DFO-448</b>       | 2015 | 148         | 3,097.06 \$          |
|                        | 2016 | 198         | 4,158.00 \$          |
|                        | 2017 | 179         | 3,759.00 \$          |
|                        | 2018 | 241         | 5,061.00 \$          |
|                        | 2019 | 126         | 2,646.00 \$          |
|                        | 2020 | 83          | 1,743.00 \$          |
| <b>Total A-DFO-448</b> |      | <b>975</b>  | <b>20,464.06 \$</b>  |
| <b>A-DFO-432</b>       | 2015 | 18          | 4,354.56 \$          |
|                        | 2016 | 59          | 13,338.33 \$         |
|                        | 2017 | 87          | 19,824.40 \$         |
|                        | 2018 | 132         | 30,854.64 \$         |
|                        | 2019 | 89          | 21,243.20 \$         |
|                        | 2020 | 54          | 12,776.00 \$         |
| <b>Total A-DFO-432</b> |      | <b>439</b>  | <b>102,391.13 \$</b> |
| <b>A-DFO-407</b>       | 2015 | 33          | 4,473.15 \$          |
|                        | 2016 | 103         | 13,961.65 \$         |
|                        | 2017 | 101         | 13,609.45 \$         |
|                        | 2018 | 141         | 19,112.55 \$         |
|                        | 2019 | 81          | 10,979.55 \$         |
|                        | 2020 | 53          | 7,184.15 \$          |
| <b>Total A-DFO-407</b> |      | <b>512</b>  | <b>69,320.50 \$</b>  |
| <b>B-DFO-400</b>       | 2015 | 27          | 1,034.08 \$          |
| <b>Total B-DFO-400</b> |      | <b>27</b>   | <b>1,034.08 \$</b>   |
| <b>B-DFO-300</b>       | 2016 | 2           | 86.98 \$             |
| <b>Total B-DFO-300</b> |      | <b>2</b>    | <b>86.98 \$</b>      |
| <b>B-DFO-200</b>       | 2015 | 3           | 115.98 \$            |
| <b>Total B-DFO-200</b> |      | <b>3</b>    | <b>115.98 \$</b>     |
| <b>B-DFO-200</b>       | 2015 | 21          | 823.86 \$            |
| <b>Total B-DFO-200</b> |      | <b>21</b>   | <b>823.86 \$</b>     |
| <b>B-DFO-200</b>       | 2015 | 4           | 159.64 \$            |
| <b>Total B-DFO-200</b> |      | <b>4</b>    | <b>159.64 \$</b>     |
| <b>B-DFO-200</b>       | 2015 | 5           | 197.30 \$            |
| <b>Total B-DFO-200</b> |      | <b>5</b>    | <b>197.30 \$</b>     |
| <b>B-DFO-200</b>       | 2015 | 7           | 263.62 \$            |
| <b>Total B-DFO-200</b> |      | <b>7</b>    | <b>263.62 \$</b>     |
| <b>B-DFO-400</b>       | 2015 | 31          | 1,753.24 \$          |
| <b>Total B-DFO-400</b> |      | <b>31</b>   | <b>1,753.24 \$</b>   |
| <b>A-COM-400</b>       | 2016 | 2           | 131.54 \$            |
| <b>Total A-COM-400</b> |      | <b>2</b>    | <b>131.54 \$</b>     |
| <b>A-DFO-400</b>       | 2015 | 178         | 11,256.72 \$         |
|                        | 2016 | 572         | 45,868.70 \$         |
|                        | 2017 | 491         | 42,324.20 \$         |
|                        | 2018 | 833         | 70,926.86 \$         |

|                        |      |             |                      |
|------------------------|------|-------------|----------------------|
|                        | 2019 | 646         | 55,946.30 \$         |
|                        | 2020 | 396         | 34,187.42 \$         |
| <b>Total A-DFO-400</b> |      | <b>3116</b> | <b>260,510.20 \$</b> |
| <b>B-DFO-400</b>       | 2015 | 136         | 6,127.21 \$          |
|                        | 2016 | 9           | 370.35 \$            |
| <b>Total B-DFO-400</b> |      | <b>145</b>  | <b>6,497.56 \$</b>   |
| <b>A-DFO-209</b>       | 2015 | 29          | 2,502.12 \$          |
|                        | 2016 | 66          | 5,544.03 \$          |
|                        | 2017 | 74          | 6,216.57 \$          |
|                        | 2018 | 102         | 8,502.61 \$          |
|                        | 2019 | 67          | 5,583.11 \$          |
|                        | 2020 | 42          | 3,499.86 \$          |
| <b>Total A-DFO-209</b> |      | <b>380</b>  | <b>31,848.30 \$</b>  |
| <b>A-DFO-300</b>       | 2015 | 12          | 686.66 \$            |
|                        | 2016 | 29          | 1,650.29 \$          |
|                        | 2017 | 28          | 1,562.26 \$          |
|                        | 2018 | 25          | 1,461.75 \$          |
|                        | 2019 | 56          | 3,274.32 \$          |
|                        | 2020 | 15          | 877.05 \$            |
| <b>Total A-DFO-300</b> |      | <b>165</b>  | <b>9,512.33 \$</b>   |
| <b>A-COM-200</b>       | 2017 | 4           | 169.12 \$            |
| <b>Total A-COM-200</b> |      | <b>4</b>    | <b>169.12 \$</b>     |
| <b>A-DFO-200</b>       | 2015 | 125         | 6,911.03 \$          |
|                        | 2016 | 275         | 15,152.55 \$         |
|                        | 2017 | 283         | 15,089.96 \$         |
|                        | 2018 | 352         | 20,481.30 \$         |
|                        | 2019 | 244         | 14,427.72 \$         |
|                        | 2020 | 124         | 7,332.12 \$          |
| <b>Total A-DFO-200</b> |      | <b>1403</b> | <b>79,394.68 \$</b>  |
| <b>B-DFO-200</b>       | 2015 | 19          | 766.54 \$            |
| <b>Total B-DFO-200</b> |      | <b>19</b>   | <b>766.54 \$</b>     |
| <b>A-DFO-200</b>       | 2019 | 3           | 237.69 \$            |
| <b>Total A-DFO-200</b> |      | <b>3</b>    | <b>237.69 \$</b>     |
| <b>A-DFO-433</b>       | 2015 | 30          | 7,050.00 \$          |
|                        | 2016 | 60          | 14,100.00 \$         |
|                        | 2017 | 86          | 20,210.00 \$         |
|                        | 2018 | 151         | 35,485.00 \$         |
|                        | 2019 | 88          | 20,680.00 \$         |
|                        | 2020 | 67          | 15,745.00 \$         |
| <b>Total A-DFO-433</b> |      | <b>482</b>  | <b>113,270.00 \$</b> |
| <b>A-DFO-446</b>       | 2019 | 6           | 1,500.00 \$          |
|                        | 2020 | 85          | 21,250.00 \$         |
| <b>Total A-DFO-446</b> |      | <b>91</b>   | <b>22,750.00 \$</b>  |
| <b>A-DFO-434</b>       | 2015 | 10          | 207.10 \$            |
|                        | 2016 | 22          | 455.62 \$            |
|                        | 2017 | 28          | 579.88 \$            |
|                        | 2018 | 23          | 476.33 \$            |

|                        |      |             |                     |
|------------------------|------|-------------|---------------------|
|                        | 2019 | 34          | 704.14 \$           |
|                        | 2020 | 14          | 289.94 \$           |
| <b>Total A-DFO-434</b> |      | <b>131</b>  | <b>2,713.01 \$</b>  |
| <b>A-DFO-434</b>       | 2015 | 67          | 1,387.57 \$         |
|                        | 2016 | 123         | 2,547.33 \$         |
|                        | 2017 | 107         | 2,215.97 \$         |
|                        | 2018 | 142         | 2,940.82 \$         |
|                        | 2019 | 125         | 2,588.75 \$         |
|                        | 2020 | 50          | 1,035.50 \$         |
| <b>Total A-DFO-434</b> |      | <b>614</b>  | <b>12,715.94 \$</b> |
| <b>A-DFO-435</b>       | 2015 | 76          | 605.72 \$           |
|                        | 2016 | 127         | 1,012.19 \$         |
|                        | 2017 | 102         | 812.94 \$           |
|                        | 2018 | 79          | 629.63 \$           |
|                        | 2019 | 55          | 438.35 \$           |
|                        | 2020 | 19          | 151.43 \$           |
| <b>Total A-DFO-435</b> |      | <b>458</b>  | <b>3,650.26 \$</b>  |
| <b>A-DFO-436</b>       | 2017 | 33          | 109.50 \$           |
|                        | 2018 | 132         | 2,080.50 \$         |
|                        | 2019 | 20          | 730.00 \$           |
| <b>Total A-DFO-436</b> |      | <b>185</b>  | <b>2,920.00 \$</b>  |
| <b>A-DFO-442</b>       | 2015 | 26          | 716.04 \$           |
|                        | 2016 | 46          | 1,266.84 \$         |
|                        | 2017 | 64          | 1,762.56 \$         |
|                        | 2018 | 112         | 3,084.48 \$         |
|                        | 2019 | 63          | 1,727.20 \$         |
|                        | 2020 | 67          | 1,833.45 \$         |
| <b>Total A-DFO-442</b> |      | <b>378</b>  | <b>10,390.57 \$</b> |
| <b>A-COM-418</b>       | 2017 | 3           | 22.95 \$            |
| <b>Total A-COM-418</b> |      | <b>3</b>    | <b>22.95 \$</b>     |
| <b>A-DFO-418</b>       | 2015 | 55          | 487.30 \$           |
|                        | 2016 | 227         | 1,991.72 \$         |
|                        | 2017 | 221         | 1,903.08 \$         |
|                        | 2018 | 229         | 2,002.36 \$         |
|                        | 2019 | 188         | 1,665.68 \$         |
|                        | 2020 | 132         | 1,169.52 \$         |
| <b>Total A-DFO-418</b> |      | <b>1052</b> | <b>9,219.66 \$</b>  |
| <b>B-DFO-400</b>       | 2015 | 72          | 3,128.78 \$         |
|                        | 2017 | 1           | 37.34 \$            |
| <b>Total B-DFO-400</b> |      | <b>73</b>   | <b>3,166.12 \$</b>  |
| <b>A-DFO-447</b>       | 2015 | 28          | 2,520.00 \$         |
|                        | 2016 | 46          | 4,140.00 \$         |
|                        | 2017 | 52          | 4,680.00 \$         |
|                        | 2018 | 79          | 7,110.00 \$         |
|                        | 2019 | 49          | 4,410.00 \$         |
|                        | 2020 | 30          | 2,700.00 \$         |
| <b>Total A-DFO-447</b> |      | <b>284</b>  | <b>25,560.00 \$</b> |

|                        |      |            |                      |
|------------------------|------|------------|----------------------|
| <b>B-DFO-447</b>       | 2015 | 23         | 1,117.34 \$          |
| <b>Total B-DFO-447</b> |      | <b>23</b>  | <b>1,117.34 \$</b>   |
| <b>A-DFO-420</b>       | 2015 | 45         | 18,481.50 \$         |
|                        | 2016 | 94         | 37,294.50 \$         |
|                        | 2017 | 107        | 42,789.30 \$         |
|                        | 2018 | 126        | 51,456.80 \$         |
|                        | 2019 | 79         | 32,445.30 \$         |
|                        | 2020 | 61         | 25,052.70 \$         |
| <b>Total A-DFO-420</b> |      | <b>512</b> | <b>207,520.10 \$</b> |
| <b>A-DFO-316</b>       | 2016 | 5          | 1,494.69 \$          |
|                        | 2017 | 10         | 3,138.80 \$          |
|                        | 2018 | 21         | 6,657.99 \$          |
|                        | 2019 | 17         | 5,398.40 \$          |
|                        | 2020 | 9          | 2,850.50 \$          |
| <b>Total A-DFO-316</b> |      | <b>62</b>  | <b>19,540.38 \$</b>  |
| <b>A-DFO-210</b>       | 2015 | 6          | 1,827.00 \$          |
|                        | 2016 | 42         | 13,070.43 \$         |
|                        | 2017 | 36         | 11,449.11 \$         |
|                        | 2018 | 72         | 23,018.57 \$         |
|                        | 2019 | 40         | 12,806.58 \$         |
|                        | 2020 | 22         | 7,048.23 \$          |
| <b>Total A-DFO-210</b> |      | <b>218</b> | <b>69,219.92 \$</b>  |
| <b>B-DFO-200</b>       | 2015 | 5          | 191.30 \$            |
| <b>Total B-DFO-200</b> |      | <b>5</b>   | <b>191.30 \$</b>     |
| <b>B-DFO-207</b>       | 2015 | 1          | 74.75 \$             |
|                        | 2016 | 1          | 74.75 \$             |
| <b>Total B-DFO-207</b> |      | <b>2</b>   | <b>149.50 \$</b>     |
| <b>B-DFO-200</b>       | 2015 | 3          | 112.98 \$            |
|                        | 2016 | 1          | 37.66 \$             |
| <b>Total B-DFO-200</b> |      | <b>4</b>   | <b>150.64 \$</b>     |
| <b>B-DFO-300</b>       | 2015 | 2          | 86.98 \$             |
| <b>Total B-DFO-300</b> |      | <b>2</b>   | <b>86.98 \$</b>      |
| <b>A-DFO-451</b>       | 2015 | 5          | 209.00 \$            |
|                        | 2016 | 7          | 292.60 \$            |
|                        | 2017 | 7          | 292.60 \$            |
|                        | 2018 | 1          | 41.80 \$             |
|                        | 2019 | 13         | 543.40 \$            |
|                        | 2020 | 9          | 376.20 \$            |
| <b>Total A-DFO-451</b> |      | <b>42</b>  | <b>1,755.60 \$</b>   |
| <b>B-DFO-602</b>       | 2015 | 5          | 115.60 \$            |
| <b>Total B-DFO-602</b> |      | <b>5</b>   | <b>115.60 \$</b>     |
| <b>A-DFO-438</b>       | 2015 | 36         | 648.72 \$            |
|                        | 2016 | 69         | 1,243.38 \$          |
|                        | 2017 | 96         | 1,729.92 \$          |
|                        | 2018 | 189        | 3,405.78 \$          |
|                        | 2019 | 105        | 1,892.10 \$          |
|                        | 2020 | 96         | 1,729.92 \$          |

|                        |      |              |                        |
|------------------------|------|--------------|------------------------|
| <b>Total A-DFO-438</b> |      | <b>591</b>   | <b>10,649.82 \$</b>    |
| A-DFO-438              | 2015 | 3            | 54.06 \$               |
| <b>Total A-DFO-438</b> |      | <b>3</b>     | <b>54.06 \$</b>        |
| B-DFO-208              | 2015 | 1            | 97.75 \$               |
| <b>Total B-DFO-208</b> |      | <b>1</b>     | <b>97.75 \$</b>        |
| A-DFO-424              | 2015 | 1            | 45.29 \$               |
|                        | 2016 | 1            | 45.29 \$               |
|                        | 2019 | 1            | 45.29 \$               |
|                        | 2020 | 3            | 135.87 \$              |
| <b>Total A-DFO-424</b> |      | <b>6</b>     | <b>271.74 \$</b>       |
| A-DFO-300              | 2016 | 2            | 139.94 \$              |
| <b>Total A-DFO-300</b> |      | <b>2</b>     | <b>139.94 \$</b>       |
| A-DFO-210              | 2016 | 1            | 378.94 \$              |
| <b>Total A-DFO-210</b> |      | <b>1</b>     | <b>378.94 \$</b>       |
| A-DFO-300              | 2016 | 1            | 58.47 \$               |
| <b>Total A-DFO-300</b> |      | <b>1</b>     | <b>58.47 \$</b>        |
| A-DFO-208              | 2016 | 1            | 119.05 \$              |
| <b>Total A-DFO-208</b> |      | <b>1</b>     | <b>119.05 \$</b>       |
| A-DFO-520              | 2019 | 59           | 1,191.80 \$            |
|                        | 2020 | 64           | 1,292.80 \$            |
| <b>Total A-DFO-520</b> |      | <b>123</b>   | <b>2,484.60 \$</b>     |
|                        |      | <b>29285</b> | <b>1,563,377.45 \$</b> |