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13. I have delegated OPCOM of JTF-I to Comd JTF-I and I have directed Comd JTF-I to delegate OPCOM of ATF-I to you. Further details on command and control have been provided at reference H. Approval authority to designate an Acting Comd ATF-I remains with Comd CJOC.

14. Commanding Officer (CO) Designation. Pursuant to reference N, I hereby designate you as a CO with authority to exercise all associated powers (including but not limited to disciplinary powers) over all CAF personnel assigned to ATF-I, including Technical Assistance Visits (TAVs) and Staff Assistance Visits (SAVs) deployed in support of ATF-I, subject to any other direction I or my delegate may issue.

15. Command Responsibilities. As Comd ATF-I, you shall be responsible to me, through Comd JTF-I:

a. For all matters related to command of ATF-I;

b. To maintain plans for safety and force protection, especially the efficient evacuation or regrouping of ATF-I personnel as may be directed;

c. To ensure that I am informed immediately of any assigned tasks that fall outside the scope of established national objectives; and

d. For all other aspects of this directive, especially the Commander's Critical Information Requirements (CCIRs) and Priority Intelligence Requirements (PIRs) reporting.

16. Your primary routine interaction with CJOC HQ will be through Comd JTF-I.

17. Disciplinary Powers. You shall investigate any allegations of disciplinary breaches by any member of ATF-I as thoroughly and expeditiously as possible. Prior to the commencement of any investigation, you shall seek the advice of the JTF-I Provost Marshal and JTF-I Legal Advisor (LEGAD), or in his/her absence, the CJOC LEGAD. In accordance with (IAW) reference T, you may authorize in writing one or more officers under your command to exercise the powers of a delegated officer. Such officers must hold the minimum rank of Lieutenant (Navy) or Captain and shall be trained and certified by the Judge Advocate General as Presiding Officers. IAW reference S, you may authorize, either by reference to name or appointment, ATF-I members to lay charges under the Code of Service Discipline. Comd JTF-I is the next superior officer in matters of discipline. For the purposes of reference U (Application to Referral Authority for Disposal of a Charge), Deputy Commander CJOC is the Referral Authority for ATF-I. You may request that any member of ATF-I who is charged with an offence be repatriated to Canada.

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18. Effective Date. These instructions are effective upon Transfer of Command Authority (TOCA) to you, and until you handover to your successor as Comd ATF-I, unless directed otherwise.

S.J. Bowes
Lieutenant-General

Annexes:

Annex A – List of References
Annex B – Coordinating and Support Instructions

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Annex A to
3350-OP IMPACT (J3 Middle East RDIMS#415186)
10 November 2016

LIST OF REFERENCES

A. 3350-1 (J1/RDIMS #415749) Designation of Commander Air Task Force Iraq – Operation IMPACT, Roto 4, 20 Oct 16
B. CDS TASKING ORDER – Operation IMPACT, 22 Aug 14
C. CDS TASKING ORDER – Preparation for Operation IMPACT Line of Effect 3, 6 Oct 14
D. CDS DIRECTIVE 002 – Operation IMPACT, 29 Feb 16
E. CDS FRAG O 001 to CDS DIRECTIVE 002 – Operation IMPACT, 31 May 16
F. CDS FRAG O 002 to CDS DIRECTIVE 002 – Operation IMPACT, 17 Jun 16
G. CDS FRAG O 003 to CDS DIRECTIVE 002 – Operation IMPACT, 17 Aug 16
H. CJOC OPERATION ORDER 003 – Operation IMPACT, 17 Jun 16
I. CJOC FRAG O 001 to OPERATION ORDER 003 – Op IMPACT, 17 Aug 16
J. CJOC FRAG O 002 to OPERATION ORDER 003 – Op IMPACT, 14 Oct 16
K. CJOC J2 Intelligence Report, PID 2140707-003, Theatre Overview of Opposition Forces: Islamic State (IS), 07 Jul 14
L. CJOC ROEIMP – Operation IMPACT 2016-001, 21 Sep 16
M. CDS Directive on Canadian Armed Forces Command and Control and the Delegation of Authority for Force Employment, 10 Jun 15
N. CDS Order – Designation of Commanding Officers, 19 Aug 13
O. CDS DIRECTIVE for MND and CDS Commander's Critical Information Requirements (CCIRs), 15 Dec 15
P. Queen's Regulations and Orders for the Canadian Forces, Volume I, article 1.21
Q. Queen's Regulations and Orders for the Canadian Forces, Volume I, article 1.22
R. Queen's Regulations and Orders for the Canadian Forces, Volume I, article 4.26
S. Queen's Regulations and Orders for the Canadian Forces, Volume II, article 107.02
T. Queen's Regulations and Orders for the Canadian Forces, Volume II, article 108.10
U. Queen's Regulations and Orders for the Canadian Forces, Volume II, Chapter 109
V. CFOO 9518 Series – Canadian Joint Operations Command, 5 Oct 12
W. AFN-100-002/AG-006 Delegation of Authorities for Financial Administration for DND and CF, 01 May 2012
X. B-GJ-005-501/FP-001 Use of Force in CF Operations, Aug 08
Y. D FHP Deployment Advisory: Health Protection Advisory for Op IMPACT
Z. 1000-1(DGMSSC) Material Accountability, 16 Feb 09
AA. DAOD 5019-1 Personal Relationship & Fraternization
BB. CANFORGEN 136/06 Guidance on Blogs and Other Internet Communications, 011318Z Sep 06
CC. CANFORGEN 043/13 VCDS 007/13 Operations Security, 081810Z Mar 13
DD. CDIO 1000 Series, Section 3, article 1.3-12 Post Deployment Administration
EE. CDIO 2000 Series, Section 7, article 2.7-8 End Tour Report
FF. CDIO 3000 Series, Section 5 Task Force Standing Orders
GG. CDIO 3000 Series, Section 11 Operations Security (OPSEC)

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HH. CDIO 6000 Series, Section 7, article 6.7-1, paragraph 3 Monthly Communications Check
II. CDIO 10000 Series, Section 2, article 10.2-7, paragraph 2 TF Comd responsibilities
JJ. CDIO 13000 Series, Section 8 Policy on Social Media
KK. CDS OP ORDER – OP HONOUR, 14 Aug 15
LL. 3350- Op HONOUR (Comd/RDIMS #385056) Operation Order – Op HONOUR, 15 Sep 15
MM. 3350- Op HONOUR (J5-2) Joint Task Force – Iraq Support Plan to Op HONOUR, 21 Sep 15
NN. CJOC Travel Hospitality Conference and Event Policy, 7 Jul 15
OO. ADM (Finance) Travel & Hospitality – Before you Travel, http://cfo-dpf.mil.ca/en/travel-hospitality/before-you-travel.page
PP. 7045- 1 (Comd) Commander's Contingency Fund (CCF) Directive for Deployed Missions, 09 Oct 09
QQ. CJOC Directive – Boomer's fund (RDIMS #378235)
RR. CDIO 8000 Series, Section 4, article 8.4.4 Commander's Contingency Fund

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Annex B to
3350-OP IMPACT (J3 Middle East RDIMS#415186)
10 November 2016

COORDINATING AND SUPPORT INSTRUCTIONS

SITUATION

1. No change.

MISSION

2. No change.

COMMANDER'S GUIDANCE

3. Commander's Critical Information Requirements (CCIRs). In addition to CCIRs contained at references D, H, and O, the following list represents a set of CCIRs that must be tracked and, in the event of any occurrence, reported immediately to Comd CJOC through Comd JTF-I via the Canadian Forces Integrated Command Centre (CFICC) (info CJOC HQ J3 Desk Officer) at 613-945-2554, +CFICC EXPED OWO@CJOC HQ@Ottawa-Hull (DWAN) or +CFICC Exped@CJOC HQ@Ottawa-Hull (CSNI):

a. Serious injury, sickness, or death of an ATF-I member;

b. Detention, arrest, or AWOL of ATF-I personnel;

c. A breach of rules of engagement (ROE);

d. A person non-consensually taken into the care, custody, or control of ATF-I personnel;

e. Any change in the tactical situation that could change the threat/risk assessment, including the risk of collateral jury to ATF-I personnel as a result of conflict in the region;

f. ATF-I personnel receiving orders or instructions that are impossible to follow, contrary to Canadian or International law, or conflict with Canadian direction and orders;

g. Very Important Person (VIP) visits impacting ATF-I;

h. Personnel and resource issues adversely affecting the ATF-I mission;

i. Areas where ATF-I can be improved or scaled back as appropriate;

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j. Opportunities for Canada to optimize our efforts in the region;

k. Status of ATF-I following significant events in the Joint Operations Area (JOA); and

l. Points of friction with other coalition members.

4. Priority Intelligence Requirements (PIRs). You will ensure that the following PIRs are reported to JTF-I HQ in a timely fashion following any noted occurrence:

a. What are the capabilities and intentions of state and non-state actors to conduct hostilities against CAN/CAF interest and operations in the JOA, and/or precipitate a crisis response?

b. What is the intent and capability of/from state and non-state actors to conduct terrorism, espionage, surveillance, subversion, sabotage and organized crime (TESSOC) activities (narcotics, human smuggling, and proliferation) against CAN/CAF assets and interests in the JOA?

c. When will future political and socio economic issues and emerging threats (anticipatory) cause instability and conflict (e.g. refugees, demographics, water, fuel, economy) that will impact on CAN/CAF or allied operations (e.g. HADR), or interest, within the JOA?

d. What are the ongoing or forecasted environmental factors, extreme weather phenomena and natural (drought/floods) or manmade disasters that could have an impact on CAN/CAF operations in the JOA?

5. Forces Assigned. Commander CJOC has been assigned Operational Command (OPCOM) of JTF-I to include the necessary resources to conduct Op IMPACT. Should you assess that you require additional resources or personnel to accomplish your mission or identify opportunities and/or contributions leading to the benefit of the Coalition and Canada, you are to communicate those requirements through Comd JTF-I to CJOC Deputy Chief of Staff Operations (DCOS Ops) for consideration.

KEY ISSUES AND SPECIFIC GUIDANCE

6. Joint Operations Area. You have the authority to employ ATF-I personnel in the Op IMPACT JOA as defined in reference H, to include tasks required for JTF-I administration. Should you deem it necessary to send ATF-I personnel outside the JOA, you will refer the matter through JTF-I to CJOC DCOS Ops.

7. Force Protection (FP). Force protection and the safety of CAF personnel shall be a key command consideration at all times. You are responsible for the FP of all assigned CAF personnel, which includes the protection of personnel and resources against any threat that may undermine your ability to achieve your mission and tasks. Should you have any concerns related

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to the establishment and maintenance of a robust FP posture, you are to advise CJOC DCOS Ops through Comd JTF-I of the details immediately and recommend the most timely and effective course of action to address your concerns. If necessary, you shall direct AFT-I personnel to cease operations with a view to taking appropriate actions to ensure their security.

8. Use of Force/Rules of Engagement. Op IMPACT ROE is authorized IAW reference L. Additionally, both international law and Canadian domestic law recognize the authority to use appropriate force in self-defence, up to and including deadly force. In accordance with reference X, members of JTF-I must know that the use of force in self-defence is separate from ROE and that they are authorized to use force in self-defence, up to and including deadly force, without further written or verbal direction, to protect oneself, other CAF members, and non-Canadian military personnel who are attached or seconded to CAF elements against a hostile act or hostile intent. If you assess that a change to or additional ROE is required, you shall submit a ROE Request (ROEREQ) through JTF-I to CJOC J3 Middle East for further staffing.

9. Legal Status. You shall ensure that all CAF personnel are aware that they are obliged to respect the laws, customs, and traditions of the nation in which they find themselves. Except as may be otherwise provided for in such Memoranda of Understanding, Diplomatic Notes, or other arrangements as may be reached with these nations, CAF members do not benefit from any special privileges or immunities.

10. Operations Security (OPSEC). Organizations, whether military or civilian, frequently monitor and collect data on CAF activities. This is particularly evident in deployed operations. To prevent inadvertent compromise of CAF missions, appropriate OPSEC measures must be identified and incorporated to support and enhance FP measures. As commander, you must ensure effective OPSEC measures are in place for ATF-I members. Photographs and videos posted to the web by any members of JTF-I in any capacity, including Department of National Defence (DND)/CAF websites, social network sites, personal blogs, e-mail, or other web-based correspondence are to be carefully considered beforehand. The intent is to ensure that they do not contain any exploitable information that can be of use to the enemy or bring discredit to the CAF or Additional OPSEC guidance can be found at references CC, GG, and JJ.

11. Public Affairs (PA). You shall support Comd JTF-I in their responsibility to enhance greater public understanding of the mission. You will be proactive in using the PA tools at your disposal within the limitations of OPSEC and force protection detailed below. As such, be prepared to exploit CJOC PA reach back support to achieve your goals in promoting Canadian objectives as required.

a. Spokespersons. The primary spokespersons for Op IMPACT are:

(1) Minister of National Defence;

(2) CDS;

(3) Comd CJOC;

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(4) Comd JTF-I;

(5) Comd and COs of deployed units; and

(6) Member of JTF-I as designated by the Comd.

b. Identity Protection. CAF direction for protecting the identity of non-designated spokespersons currently applies for all deployed military personnel. In the event of an update to the threat assessment and risk analysis, an update of applicable caveats to imagery will be provided. In accordance with direction, imagery (still and video captured in theatre will not allow for identification of CAF members who are not designated spokespersons. Imagery shots should be taken at angles rather than frontal, or where tinted glasses or covering hats are used to mask facial traits, or where the distance does not allow for sufficient detail for identification. Further, the full name of a deployed member will not be disclosed in written communications, such as caption or articles; only the rank and position will be used.

c. Release of Information. Comd CJOC shall be the approving authority for the release of all information concerning CAF activities related to Op IMPACT. The coordination for the release of information is to be conducted with CJOC PA, as approved by Comd JTF-I.

12. Personal Conduct

a. Comd ATF-I. As a commander, I expect you to set the example for others at all times during your tour. Collectively, we must ensure that ATF-I personnel have confidence in their chain of command throughout your tour by maintaining positive leadership links, demonstrating exemplary personal conduct in decision-making, and ensuring you remain intimately aware of your force's performance and condition.

b. ATF-I Personnel. I expect all personnel to conduct themselves professionally at all times. Their personal conduct and actions must be always beyond reproach, especially critical in terms of personal relationships and fraternization. Specifically, you are ensure all ATF-I personnel strictly adhere to the guidelines contained within references AA, LL, and MM.

13. Training. You are responsible to ensure that all personnel under your authority maintain training requirements and conduct in-theatre training as available and necessary.

14. Home Leave Travel Assistance (HLTA) Backfill. You are responsible for the effective management of the HLTA process. An HLTA backfill may be provided for critical positions, however will not be provided for every HLTA that is approved.

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15. Visits

a. CJOC is the approval authority for all requests to visit JTF-I including ATF-I. Official visits will be coordinated by the JTF-I Visits Officer. I expect you and your personnel to support CJOC staff visits to the maximum extent possible, given ATF-I responsibilities and workload, to enable the accomplishment of CJOC objectives;

b. CJOC J3 and JTF-I will ensure you are informed of any VIP visits to ATF-I. If you receive any requests for visits, they should be re-directed to JTF-I J3 and/or CJOC J3 Middle East Desk Officer; and

c. This mission is unaccompanied. Deployed CAF members are considered to be on duty at all times throughout the duration of their deployment except when on authorized leave. Family visits and other visits of a personal nature are not permitted for CAF members on duty within the Op IMPACT JOA.

16. Lessons Learned (LL). LLs are aimed at increasing operational effectiveness through the application of lessons gained from experience and analysis. A key role is to gather, identify, and share lessons in a timely and routine manner. You will ensure that ATF are forwarded to JTF who will forward to the CJOC J3 Desk Officer as a feedback loop for enhancing current and future operations.

SUPPORT ISSUES AND GUIDANCE

17. Logistics Concept. You will be provided with the support you need to succeed in your mission. You shall diligently manage your resources within the constraints of operational tempo and necessity while ensuring accountability of the materiel entrusted to you. You are required to complete and report to Comd JTF-I on Materiel Accountability Attestation within 30 days of assuming command IAW reference Z.

18. Legal Support. The deployed LEGAD at JTF-I HQ or, in his/her absence, CJOC LEGAD is responsible for the provision of legal support to JTF-I. The LEGAD will provide legal advice on all matters pertaining to international and Canadian domestic laws, operational law, SOFA and related documents, military justice, claims by and against the Crown, and for negotiation, drafting, and interpretation of legal instruments, including contracts, leases, agreements, arrangements and memoranda of understanding.

19. Medical. Roles 1, 2, and 3 Health Service Support (HSS) is provided through the United States Air Force and Host Nation medical facilities. Role 4 will be conducted in Canada. A small contingent of CF Health Services Group personnel (flight surgeon and medical technicians) are deployed as an integral part of ATF-I. If you have questions regarding any aspect of the provision of care, you are to engage the JTF-I Surgeon (Surg) who will contact CJOC Joint Health Service Support (JHSS). If any of your personnel are hospitalized or seriously injured, you are to inform Comd JTF-I, CFICC, JTF-I Surg, CJOC Surg, JHSS, and the CJOC J3 Middle East Desk Officer. If aeromedical evacuation back to Canada is required, CJOC

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JHSS will coordinate with the CJOC Surg and the 1 Canadian Air Division Aeromedical Evacuation Officer.

20. Provost Marshal (PM). The JTF-I PM (with reach back to the CJOC PM) is responsible for the provision of advice and support for security matters. All allegations of a criminal nature shall be immediately reported to the PM, where coordination with CJOC PM and the Canadian Forces National Investigation Service (CFNIS) may occur. The PM will also provide advice and assistance with ATF-I disciplinary investigations, FP, and OPSEC as required.

21. Engineering. You will be responsible for the safe management of any ATF-I facilities in use by CAF personnel as either accommodation or work spaces. A small JTF-I Joint Engineer (J Engr) element is deployed to provide basic engineering support such as fire safety, environmental engineering, real property, and force beddown. For any larger/major project, JTF-I J Engr will reach back to CJOC J Engr to provide you additional engineering advice and support as required. This support could include, but not limited to: engineering advice, geospatial engineering, mine awareness, explosive ordnance disposal, counter-improvised explosive device, fire safety, environmental engineering, force protection engineering, real property, and force beddown as required. JTF-I will keep CJOC J Engr apprised (via the CJOC J3 Middle East Desk Officer) of all major engineering issues.

22. Communication Checks. Pursuant to reference JJ, ATF-I will regularly verify the serviceability and connectivity of all means of communication installed for its mission every month by contacting the CFICC Expeditionary Watch.

23. Personnel and Administration. You will review your administrative support requirements, considering both current and projected ATF-I circumstances. Should you require further support, you are to engage the JTF-I J1 staff who will reach back to CJOC J1, RCAF A1 staff, and keep the CJOC J3 Middle East Desk Officer informed.

24. Recognition – Honours and Awards. Timely recognition of exemplary service and noteworthy acts is a fundamental command responsibility. I expect you and your staff to do your utmost to prepare and present honours and awards submissions to JTF-I as expeditiously as possible, particularly where valour or bravery is involved. My J1 staff will assist as required.

25. Post-Deployment Reintegration Plan. IAW reference DD, in coordination with JTF-I, you are to plan and execute Phase One and, if deemed necessary, Phase Two of the Reintegration Plan for all ATF-I personnel.

26. Financial Authority

a. For the purposes of reference W, you are designated a Task Force (TF) Commander – Commanding Officer on deployed operations outside Canada for financial, contracting, and write-off authorities. This authority will be effective upon TOCA, after my authorization of your Delegation of Authorities (DOA) Form;

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b. As Comd ATF-I, you have been allocated funding from the Operations Funding Account (OFA) to support the in-theatre operations. All expenditures paid must have your approval or the approval of a Responsibility Centre (RC) Manager or Administrator assigned by you in writing, in accordance with reference Q. All contracting regulations must be followed for any authorized use of an issued DND Acquisition Card. Your spending authority within your DoA must be executed with prudence, ensuring the same at-home practice of consulting various J-codes in advance of spending execution to validate requirements, if necessary. A contracting officer and J8 staff are deployed to JTF-I;

c. You will actively manage all funds allocated to you and will provide input to CJOC J8 Ops via JTF-I when called upon during trimestral and other reporting periods. Additionally, at the end of the tour, you must provide Comd CJOC, via CJOC J8 Ops, a letter of attestation supporting the financial activities during your command. The channel of communication on all financial matters is from you, or your delegate, to JTF-I J8 who has reach back to CJOC J8, who is the Command Comptroller for all operations outside Canada; and

d. All standing advances will be issued through the Automated Cashier System (ACS). In accordance with Financial Accounting Manual (FAM) 1016-9 Accountable Advances, independent monthly verifications of ACS and any corresponding standing advances must be conducted by an individual of the rank of sergeant or above.

27. Commander's Contingency Fund (CCF). As expressed in the Deputy Minister (DM) TORs to Comd CJOC for CCF at reference PP, the "CCF provides Comd CJOC with a funding mechanism for non-kinetic operations in order to achieve desired mission objectives in a theatre of operations." In consultation with CJOC staff, you may submit (through JTF-I) for my approval projects and activities you deem appropriate to be funded using CCF. All projects must be aimed at advancing the CAF military mission assigned to TFC. Any CCF submissions must be submitted in accordance with CCF directive and include sufficient details in order for CJOC HQ staff to validate the proposal.

28. Boomer's Fund. This fund is established to provide financial assistance to build local capacity in a number of areas, which include but are not limited to Social Services, Public Health, Education, Women's Empowerment, Agriculture, Transportation, Industry and Business Development. All project proposals shall be staffed from the TF to the J3 Mission Desk Officer for action. The accounting for any Boomer's Fund funds is to be completed with the same care as for Public Funds, including reconciliation of receipts to funding or reimbursement provided at the completion of each project undertaken.

29. Travel Authorities

a. Travel Authorization. As Comd ATF-I you may only authorize intra-theatre travel for personnel under your direct command. You may further designate an RC Manager, with a valid DoA, the authority to approve local travel. All travel

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outside the op IMPACT JOA must be approved by Comd CJOC (through Comd JTF-I).

b. Business Class Travel (BCT). BCT is not approved for personnel on Op IMPACT. Any requirement for BCT must be staffed through JTF-I and the CJOC J3 Middle East Desk Officer to CJOC DCOS Ops for approval.

31. Alcohol Policy. The responsibility for the operational effectiveness, morale and quality of life of the TF remains with the TF Comd. You are to implement and enforce alcohol policies in accordance with the direction provided and in consideration of the operational situation. TF Comds are to restrict standing policy as required in response to an increase in the threat and risk level, but are not permitted to expand the policies beyond what is permitted in this section. Proper limits regarding alcohol consumption shall be established. A maximum of two alcoholic servings per 24 hour period is the limit for TFs not in situations of elevated risk or in areas where combat activities may occur. See reference FF for more on alcohol policy.

32. Human Right Violations (HRV). CAF members must report all HRV through their chain of command (CoC). Ensure CAF members report any violations of applicable Canadian and international law, including Law of Armed Conflict (LOAC) and International Human Rights Law (IHRL) such as the use of child soldiers, torture, inhuman treatment, and sexual assault upon children and other vulnerable population such as women, religious and ethnic minorities, and persons with disabilities.

33. Transgendered Members. The following must be considered in the event of deploying a transgendered member to an operational theatre:

a. In addition to ensuring that the member meets all pre-deployment administrative and training requirements, consideration must be given to ensure that support structures or mechanisms that may be deemed necessary in the circumstances will be available in theatre;

b. The losing CO must follow the guidelines listed within the current policy, with particular attention taken to include the gaining CO in the decision making process;

c. The member must inform the losing and gaining chains of command (CoC) of the member's sponsor and support group requirements to ensure both can put measures in place to properly provide the required access; and

d. The CoC must continue to enforce good order and discipline of all members equally, regardless of gender, and set aside any political correctness assumptions from their ability to do so.

34. Specific Instructions. Should you receive instruction, which in your view is impossible to execute or is contrary to Canadian law and/or CAF policy, you shall refer the matter directly to me by the quickest secure means.

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COMMAND AND CONTROL

35. Regulations, Orders and Instructions. ATF-I personnel including Canadian personnel working in the Coalition Air Operations Centre – (CAOC-Q) are subject to all JTF-I Theatre Standing Orders. Where JTF-I or other national orders are in conflict with CAOC-Q orders and adherence to the more restrictive directive is not practical, Comd JTF-I shall be consulted.

36. Acting Command Appointments. Within 30 days of Transfer of Command Authority, you will designate a Deputy Air Task Force Commander, submitted in writing for my approval through JTF-I. When you anticipate being away from your regular place of duty, on leave or otherwise, this individual shall be Acting Commander of ATF-I.Whenever possible, leave and travel shall be de-conflicted to allow for this employment. Should this not be possible, you shall submit in writing, for my approval, the name of another officer under your command that you recommend to be Acting Commander of ATF-I.

37. Reporting – General. Timely reporting and regular Comd ATF-I assessments are key requirements. Not only does this reporting support timely decision-making, it provides strategic and operational level situational awareness that is absolutely essential to sustaining a level of understanding and proactive support for the mission across a wide range of interested stakeholders. Moreover, your reporting will permit well-informed, qualitative judgements related to the desired operational and strategic effects. In addition, the lessons that you identify will influence the training of, and support for the TF and its personnel. Additional guidance on reporting will be provided to you by Comd JTF-I.

38. At the end of your deployment, you will submit your comprehensive End Tour Report (ETR) to Comd JTF-I. In addition to the detailed direction at paragraph 4 of reference EE, a section within that report will comprise your Commander's Theatre Assessment. This section will serve to document the evolution of the operating environment during your mission and indicate any force structure or mission adjustment recommendations you may have. Strategic planning staffs and the CJOC J3/J5 branches will consider this information in the development of and direction to future ATF-I rotations.

39. Channels of Communication. Questions relating to the in-theatre aspects of the mission, and any proposed changes affecting the organization or operations of ATF-I will be referred to you (through JTF-I). Your recommendations for proposed changes affecting the organization, operations, or redeployment of ATF-I shall be referred through Comd JTF-I to CJOC J3 as required. I expect that if, in your opinion as Comd ATF-I, an operation or the provision of CAF support to an operation is of such a nature that a strategic and/or operational level of situational awareness is required, you will provide the information in a timely fashion prior to its execution. This is to be accomplished through the chain of command.

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Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

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3350-01(J1/RDMIS #416885)

15 November 2016

Distribution List

DESIGNATION OF COMMANDING OFFICERS –
OP IMPACT JOINT TASK FORCE - IRAQ ROTO 4

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
B. Canadian Forces Organization Order (CFOO) 9518 051200Z OCT 12
C. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers
D. Designation of Commanding Officer – Op IMPACT Joint Task Force – Iraq ROTO 4, 31 October 2106

1. I hereby designate the following officers to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel attached to JTF-I and/or in their respective areas of responsibility for Op IMPACT.

Service Number	Rank / Name	Position	Date of POCT Qualification
		ATF-I DComd/COS	23 June 2015
		ATF-I OSE CO	09 October 2016
		ATF-I LRP Det CO	20 October 2016
		ATF-I AAR Det CO	20 October 2016

2. You are to develop and issue appropriate terms of reference to the above officers. Pursuant to reference C, all have met the training standard and shall continue to meet the requirements during their designation as a Commanding Officer.

National Défense
Defence nationale

Canada

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3. This designation will be in effect until redeployment or until rescinded at my direction.

S.J. Bowes
Lieutenant-General

Distribution List

Action

Commander JTF-I

Information

CJOC HQ Ottawa//COS Ops/COS Sp/J1/J3/J8/LEGAD//
JTF-I HQ Kuwait//CO
JTFSC Kuwait//CO
ATF-I HQ Kuwait//Comd
OS Hub Kuwait//CO

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BRIEFING NOTE FOR COMD CJOC

THIRD LOCATION DECOMPRESSION (TLD)
REQUEST FOR OP IMPACT ROTO 3 MLT CPT AND CJTF-OIR

References: A. Briefing Note for Comd CJOC third location decompression for MLT CPT and CJTF-OIR dated 25 November 2016 (enclosed)
B. JTF-J1 - CJOC J1 Exp Ops 1 TLD Criteria E-mail dated 07 Dec 16 (enclosed)
C. CDIO 1000 series, Personnel Administration 1.3-12.D

ISSUE

1. At Flag A, Op IMPACT ROTO 3 TF Comd requests CJOC Comd TLD approval for Mission Liaison Team (MLT) Close Protection Team (CPT) embeds with Combined Joint Task Force – Op INHERENT RESOLVE in

BACKGROUND

2. TLD is Phase Two of the Redeployment and Reintegration Process. It is intended to provide CAF members, who have with a period of rest and relaxation at a location away from the operational theatre before they return home and reunite with their families and community. TLD provides deployed CAF members time to achieve a sense of closure and, as comparison, has been part of the reintegration plan for all previous operations based in has recently been granted for Op CALUMET ROTO 2016A based in the

DISCUSSION

3. The MLT CPT faces a different operational stress than most other deployed personnel due to their daily exposure to a volatile area of operations and inherent dangers of operating in A quick staff check (Flag B) revealed that this mission meets the majority of the Ref C criteria to support TLD, of note: high hardship and risk (3/3), significant Ops Tempo, moderate threat level to include IED and small arms contact potential across the city, in addition to extended tour lengths.

4. TLD is a key component to the Road to Mental Readiness program administered by the CFHS. Over the course of the TLD program, MLT CPT personnel will undergo at least two 4-hour sessions over a two-days period, where trained health services staff will provide information pertaining to the physiological effects of stress, the physiological decompression process, as well as effective reintegration strategies when returning home from their deployment.

5. During the remainder of their stay at the TLD center, MLT CPT participants will be offered the opportunity to participate in a variety of recreational and cultural activities which are meant to further assist in the decompression process.

6. TLD may be requested by any TF Comd who believes the conditions of their operation substantiate the need for a decompression period. As per CDIO 1000,

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7. TLD may be coordinated at any third location. JTF-I Comd is requesting to conduct their for a period of at least three days. This TLD location has proven successful for Op CALUMET ROTO 2016A members from 03-09 Oct 16.

RECOMMENDATION

8. If approved, CJOC staff will start staff level discussions with the TF, J4, PSP, and HSS to determine the way ahead for this TLD request.

Prepared By:	Maj C. Riffou. J1 Exped 1. 945-2200
Reviewed By:	Cdr C.T. Persson, J1 Ops O, 993-2971
Reviewed By:	LCol J.C. Snejdar, CJOC JHSS, 945-3536
Reviewed By:	LCol L.J. Mossop, J3 ME, 998-3768
Resp Branch Head:	Capt(N) W.J. Quinn, J1, 945-2305
Date Prepared:	07 Dec 16

9 Dec 16

Flags:

Flag A – Briefing Note for Comd CJOC third location decompression for MLT CPT and CJTF-OIR dated 25 November 2016
Flag B – JTF-J1 - CJOC J1 Exp Ops 1 TLD Criteria E-mail dated 07 Dec 16

Approved / Not Approved

13 Dec 16

LGen S.J. Bowes
Comd CJOC

Date

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5

OP IMPACT – TRANSMITTAL SHEET
FEUILLE DE TRANSMISSION – OP IMPACT

(1)

SUBJECT / OBJET: REQUEST FOR TLD

BRIEF DESCRIPTION / BREF DESCRIPTION: Requesting TLD approval from Comd CJOC on behalf of MLT-CPT and CJTF-OIR. TLD would allow for decompression from a demanding and arduous tempo.

LINK TO DOCUMENT/LIEN DU DOCUMENT:

ORIGINATOR / AUTEUR:

24 Nov 16	LIDINGTON	MAJ	J1	2107
Date	**Name/Nom**	**Rank/Rang**	**Position/Poste**	**Local/Locale**

PURPOSE OF THE TRANSMITTAL SHEET/BUT DE LA FEUILLE DE TRANSMISSION:
1. For review and support from all positions identified;
2. If you have any comments, please attach a minute sheet to the document; and
3. To gain support of TF Comd

TO/À	REMARKS/REMARQUES	FROM/DE (of person forwarding doc, not of receipt)
COS Coord	For review and consideration Recommend approval.	24 Nov 16 Lidington MAJ J1 Date Name, Rank, Position
J3	FULLY SUPPORTED.	24/NOV/16 COL A. CARVETH, J3 Date Name, Rank, Position
COS	Support	25/Nov/16 Date Name, Rank, Position
Comd	Supported	26NOV16 S.J. BRENNAN BGEN Date Name, Rank, Position
(2) IMO	Pour distr et PA	26 NOV 16 COMD JTF-I MAJ MARTINEAU Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

Event Request : Required / Not Applicable
Demande d'évènement : Requis / Sans Objet

ADVISOR(S) CONSULTED / CONSEILLER(S) CONSULTÉ(S)

ADVISOR(S) / CONSEILLER(S)

		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

EXTERNAL CONSULTATION / CONSULTATION EXTERNE

		Date Name, Rank, Position

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3350-Op IMPACT (J1)

BRIEFING NOTE FOR COMD CJOC

THIRD LOCATION DECOMPRESSION FOR MLT CPT AND CJTF-OIR

References: A. CDIO 1000 series, Personnel Administration 1.3-1.2.D
B. Close Protection Team MLT/Briefing Note for COMD JTF-I (enclosed)

ISSUE

1. The purpose of this briefing note is to request Comd CJOC's approval for TLD for ROTO 3 Op IMPACT Mission Liaison Team (MLT) embeds with Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) in

BACKGROUND

2. The MLT CPT, although part of Op IMPACT, face a different operational stress than most others due to their exposure to the inherent dangers of operating in Baghdad, Iraq.

3. The MLT CPT and CJTF-OIR missions have proven to be complex and challenging due to an evolving and arduous tempo that comes with providing protection and mobility to a General Officer and twelve senior officers on a daily basis in the Red zone in For comparison, Op ADDENDA Task Force transports the assigned CPT from to a TLD at the conclusion of every rotation. The MLT CPT members face similar hazards, hardship and stress as those on Op ADDENDA, coupled with a higher operational tempo.

DISCUSSION

4. With respect to the criteria exposed in reference A for consideration of TLD, the following should be noted for ROTO 3 MLT CPT members during their deployment:

a. Members lived and worked in an unstable elevated threat area with increased op tempo;

b. Members are required to confront risk on a daily basis as part of their protection tasks; and

c. Members were exposed to a period of prolonged stress from which they have not had an opportunity to decompress as a group.

5. Members of the CPT were part of the initial deployment (ROTO 3) for the MLT in This presented numerous challenges associated with a new mission, both practically and administratively, in a medium-threat environment. Extended periods of time in a threatening and dangerous environment, such as undoubtedly elevate stress levels for the CPT members.

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6. It is recognized that personnel returning from a particularly difficult deployment need time to achieve a sense of closure and prepare for their return home. The primary objective of the decompression phase is to facilitate a member's shift from the operational environment to a normal home setting. This transitionary phase has the potential to significantly improve the quality of life, both mentally and physically.

7. I am concerned about the possibility of lingering longer term effects if personnel returning from this mission are not given the opportunity to decompress with professional assistance. It is my assessment that a decompression period would provide members with an important break during which they could recover from a demanding mission, as well as receive training and education to help with the potential trials of returning home, reuniting with their families and successfully resuming their normal lives.

CONCLUSION

8. Recommend Comd CJOC approve TLD for MLT in the previously proven location of Madrid, Spain for a period of at least three days. Funding for the TLD would be through Operational Fund Account (OFA).

Prepared by:
Reviewed by:
Reviewed by:
Recommended by:
Prepared for:

Date Prepared: 25 November 2016

Enclosure: 1

Approved/Not Approved

_____ _____

S.J. Bowes
LGen
Comd CJOC

Date

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Close Protection Team
MLT

BRIEFING NOTE FOR COMD CJOC
ISSUE: THIRD LOCATION DECOMPRESSION FOR MLT CPT

References: Nil.

AIM

1. To identify the requirement for a Third Location Decompression (TLD) for members of the Ministerial Liaison Team (MLT) Close Protection Team (CPT).

BACKGROUND

2. Through discussions between the CP Team Leader and the MLT Chain of Command, it was recognized that Op IMPACT did not have a TLD plan. The MLT CPT members, although part of Op IMPACT, face a different operational reality than most others due to their exposure to the inherent dangers and stress of operating in Iraq. The MLT CPT mission has proven to be complex and challenging due to an evolving and arduous tempo that comes with providing protection and mobility to a General Officer and twelve senior officers on daily basis.

3. Op ADDENDA Task Force - transports the assigned CPT from TLD at the conclusion of every rotation. The MLT CPT faces similar hazards, hardship and stress as those on Op ADDENDA, coupled with a higher operational tempo.

DISCUSSION

4. The primary objective of the decompression phase is to facilitate a member's shift from the operational environment to a normal home setting. This transitionary phase has the potential to significantly improve not only a member's quality of life, both mentally and physically, but also serves to assist the member's entire family structure through an otherwise abrupt and on occasion difficult, change.

5. Extended periods of time in a threatening and dangerous environment, such as Baghdad, Iraq, undoubtedly elevates stress levels for the CPT. Stress may come from the challenging physical rigours of the mission or the intangible elements, including the fact that it is being conducted in a risk-laden and unstable environment. Members of the MLT CPT are required to confront risk on a daily basis as part of their protection tasks and it would be prudent to provide them with the opportunity to unwind and to prepare for their

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impending redeployment, outside the proximity of the dangerous environment to which they have been exposed for the past six to eight months.

6. Members of the CPT were also part of the initial deployment (ROTO 3) for the MLT in This in and of itself presented numerous challenges and frustrations associated with a new mission, both practically and administratively, in a high-threat environment.

7. A decompression period would provide members with an important break during which they could recover from a demanding mission, as well as receive training and education to help with the potential trials of returning home, reuniting with their families and successfully resuming their normal lives.

CONCLUSION

6. It is recommended that the members of the MLT CPT be sent to a TLD at the completion of this mission prior to returning home to their families, for a period of at least three days.

Prepared By:
Reviewed By:
Prepared For: LGen Bowes, Comd CJOC

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1.3-12.A Redeployment and Reintegration Planning

1. The intent of all reintegration plans is to provide a consistent and systemic approach to the reintegration process. The reintegration plan must be shaped by operational requirements to facilitate the orderly return of deployed CF personnel. Reintegration is to take place according to the following four phase model:

a. Phase One – (Alpha) preparation of deployed personnel in theatre and (Bravo) their families at home;

b. CJOC HQ);

c. Phase Three – reception, immediate post-deployment administration, partial workdays at the home unit and leave; and

d. Phase Four – post-deployment follow-up activities.

2. The TF Comd is responsible to plan and execute Phase One (Alpha) and Phase Two. Force Generators, as promulgated in CEFCOM OP/Rotation Order, are responsible to provide plans for Phase One (Bravo), Phase Three and Phase Four for execution by home units.

1.3-12.B Phase One (Alpha) – In Theatre Administration

1. Preparation of Deployed Personnel In Theatre. In theatre preparation for the redeployment begins and continues until the commencement of the actual redeployment. Large TFs can usually conduct Phase One (Alpha) activities in theatre. Small TFs will conduct only those activities they have the capability for while in theatre. Where the administrative capability of a TF is limited the TF URS shall be engaged to support the Phase One (Alpha) activities immediately on return to Canada before proceeding to Phase Three. Regardless of the TF, all redeploying personnel will complete all Phase One (Alpha) activities IAW the Redeployment Checklist CDIOS 1.3-12 Annex A before the sign-off of Phase Three by the OC AAG/Unit CO, i.e., before the commencement of leave.

2. In Theatre Briefings. Two weeks prior to redeployment, in theatre briefings will be given to all personnel. These in theatre briefings must be relevant, coordinated and designed to make deployed members aware of the programs and services that are available to both the member and their families for any post deployment related issues. Individual interview(s) with a padre/social worker/mental health professional may be included. However, as a minimum, every individual will receive coordinated briefings on the following subjects:

a. Family Reintegration Briefings. Family reintegration briefings, to both the deployed member while still in theatre and to their family at home, are an integral part of the deployment stress management program and have a positive effect on CF members' and their families' abilities to cope with the stress of deployment and reunion.

b. Workplace Reintegration Briefings. This briefing by a member of the immediate chain of command of those being briefed, should address

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major work related transition issues, which will have an impact on their personnel as they return from their deployment to routine garrison activity. The resources available to Reserve Force members through their Canadian Forces Liaison Council Unit Employer Support Representative can be found at http://www.cflc.forces.gc.ca/ and should be included in this briefing. and

c. Medical/Mental/Health Care Briefings. This briefing should cover all issues related to potential medical/mental/health care issues. Subject matter experts for such issues as potential medical/psychological concerns, environmental health concerns, Operational Stress Injury (OSI) and other significant events experienced during the deployment should be consulted and/or provide the briefings. Depending on the mission, a separate briefing dealing with OSI may be necessary. TF Comd should consider the requirement for one-on-one interviews with all or selected members to be conducted by a padre, social worker or mental health specialist depending on the need and/or resources available in theatre. Additionally, the added stresses experienced by augmentees and Reserve Force members, many of who will be returning to units, locations, jobs or academic institutions without any peer support and understanding of their deployment experience, require an additional briefing to help mitigate these unique concerns.

1.3-12.C Phase One (Bravo) – Families at Home

1. Concurrent to Phase One (Alpha), Deployment Support Groups, Area Support Units, Unit Rear Parties and Force Generator Mounting Bases should coordinate closely with Military Family Resource Centres (MFRCs) on their role during this phase and throughout the reintegration process. MFRCs have the means to run briefings for families of deployed members during the deployment and in preparation for their return. Feedback from the MFRCs on the concerns voiced by the deployed members' families and feedback from the deployed members should be an integral part of the respective briefings. The MFRC briefing should also make families aware of the programs, services and service providers available to them throughout the reintegration process should they feel the need for assistance.

1.3-12.D Phase Two – Decompression

1. It is recognized that personnel returning from a particularly difficult deployment may need time to achieve a sense of closure and prepare for their return home. For the purposes of this CDIO, decompression is a period of time intended to provide CF members, who have undergone periods of prolonged and/or intense stress during an operational deployment, with a period of rest and relaxation at a location away from the operational theatre before they return home and are faced with reintegrating with their families and community. TF Comds are to assess the impact of the deployment on their personnel and consider decompression at a third location in their reintegration plan. CDIO 1.3-12 Annex C details direction with respect to the establishment of a Third Location Decompression (TLD) Centre if one is deemed necessary.

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a. Criteria to be Considered. In order to ensure a consistent set of criteria are used by all TF Comd and their staffs when making the recommendation to C JOC J1 for
- Decompression at a Third Location, the following criteria will be considered:

(1) level of hardship, risk and Op tempo;

(2) mission mandate;

(3) living and working conditions;

(4) the extent and impact of actual or potential traumatic incident(s);

(5) the length of time and frequency personnel have been away from their home unit location;

(6) whether or not R&R/mission leave were granted;

(7) the ability to communicate with family; and

(8) the benefits of keeping deployed members together to facilitate closure and preparation to return home.

Note – When a decompression program prior to returning home is not possible or practical then returning personnel shall be afforded a Partial Workday Program as detailed below. As detailed in CDIO 1.3-7.D the Partial Workday Program may be conducted in conjunction with a decompression program or in lieu of one.

b. Structure. For many TFs a single decompression solution may not meet all the requirements for their returning personnel. A variety of solutions exist that may address the decompression requirement:

(1) Individual Briefing. This program would consist of a short period of less than 24 hours where redeploying individuals would have access to one on one interviews with OSI counsellors to discuss their concerns and indentify any issues that may be developing. This is normally suitable for individuals rotating outside normal unit rotation periods.

(2) In Location Separation. This is done through the establishment of a secure isolation area in the area of operations where amenities and activities exist to facilitate the decompression program. This type of facility would normally cater to small groups/teams rotating outside the larger unit rotation cycle when a complete third location decompression centre cannot be cost effectively coordinated or considered.

(3) Third Location Decompression. When there is sufficient numbers of personnel and isolation, facilities and security to conduct the decompression activities that can not be provided in the AOR. This program should last a minimum of two days and include structured activities, peer group interaction and individual free time IAW the TF Comd intent.

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CJOC TRANSMITTAL SHEET
FEUILLE DE TRANSMISSION COIC

SUBJECT / OBJET:

BRIEF DESCRIPTION / BREF DESCRIPTION: Cease/Recover Civilian Dress Clothing Allowance – Op IMPACT CTAT 15 Dec 16

ORIGINATOR / DEMANDEUR:

Date	Name/Nom	Rank/Rang	Position/Poste	Local/Locale
13/12/2016	Riffou	Maj	J1 Exped Ops 1	2200

TO/À	REMARKS/REMARQUES	FROM/DE
J1 Ops	For Review	14/12 Maj Riffou J1 Exped Ops Date Name, Rank, Position
J1	For Review	14/12 COR C Persson J1 OPS Date Name, Rank, Position
J3 ME	For Review	CAPT(N) W. [illegible] CJOC 14/12/16 613 [illegible] 2225 Date Name, Rank, Position
J3	For Review	16 DEC 16 Lcol Massop J3 ME Date Name, Rank, Position
COS Sp	Civilian Dress Assistance Allowance and lumpsum payment were simultaneously enacted for STF-I, Recovery is recommended.	RT RITCHIE COL CJOC J3 20 Dec 16 Date Name, Rank, Position
COS Ops		Date Name, Rank, Position
		Date Name, Rank, Position

Event Request: Required / Not Applicable
Demand Évènement: Requis / Sans Objet

***ADVISOR(S)* CONSULTED / *CONSEILLER(S)* CONSULTÉ(S)**

ADVISOR(S) / CONSEILLER(S)		
COS Sp Coord 1	For Review	14 Dec 16 Date Name, Rank, Position
J8 Ops	For Review	14 Dec Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

L1	EXTERNAL CONSULTATION / CONSULTATION EXTERNE	
		Date Name, Rank, Position
		Date Name, Rank, Position

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TITLE: ARMOURED SPORT UTILITY VEHICLE

PROJECT NUMBER: CJOC 01/16 – Rev A

SUBJECT: Project Approval Implementation of a CJOC Funded Minor Project

PROPOSAL:

1. Approve a minor capital project within the delegated approvals of the Department of National Defence to implement:

   a. The procurement of Armoured Sport Utility Vehicles (ASUV) at a substantive cost estimate of $4,319,700 ($BY), plus HST of $647,955 ($BY), for a total full up substantive cost estimate of $4,967,655 ($BY);

   b. Note that no national procurement (NP) funds are associated with supporting these commercial vehicles. Vehicles will be deployed on operation and maintained through the local Operating and Maintenance (O&M) funds; and

   c. Note that annual in-service costs are budgeted for and payed from the Canadian Joint Operations Command's (CJOC) managed operation funds.

COST AND SOURCE OF FUNDS

2. The total cost of the project is $4,319,700 (BY), exclusive of GST/HST, chargeable to CJOC Operations Fund Account, Vote 5.

PROGRAM ACTIVITY ARCHITECTURE

3. The ASUV project is attributed to Program Activity Architecture sub-activity 4.2.2. Materiel Acquisition.

PROJECT DESCRIPTION

4. The ASUV project will procure commercial ASUVs. The vehicles will be employed on CJOC's operations to address a deficiency in available close protection vehicles. Specifically, the ASUVs will be employed on missions non-conducive to the use of Standard Military Pattern vehicles to provide additional security for the transportation of CAF personnel in areas where the threat level does not allow the use of unarmored vehicles. The ASUVs will be used for CJOC's domestic and expeditionary operations were the threat level and the tasks within the AOR require its use.

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Representative Image of an ASUV

BACKGROUND

5. In its Canada First Defence Strategy, the Government has established a level of ambition for the Canadian Armed Forces that will enable them to meet the country's defence needs, enhance the safety and security of Canadians and support the Government's foreign policy and national security objectives. To fulfill these commitments, the Canadian Armed Forces must be able to deliver excellence at home, and be a strong and reliable partner in the defence of North America.

CAPABILITY DEFICIENCY

6. The ASUV project will procure commercial ASUVs, to be deployed to CJOC's operations immediately upon reception.

7. The ASUVs are required to move personnel on operations non-conducive to the use of Standard Military Pattern vehicles in areas were the threat level does not allow the use of unarmored vehicles. The in-service fleet of ASUVs does not have a sufficient quantity of vehicles to meet the requirements of current deployed operations.

8. Recent deployment to the middle-east identified the requirement to conduct business in areas requiring the protection level offered by ASUVs. While this capability is often obtained through leases for the duration of the operation, the environment within some of CJOC's operations does not allow a sustainable leasing option. This is due to the limited availability of ASUV for lease, unreasonably high lease costs and current limitation within CJOC's delegation of authority. Rapid procurement of ASUVs is critical in order to:

a. Prevent capability gaps from developing in operations as CJOC's spending authority reaches its delegated authority ceiling;

b. Meet the operation's mobility and protection requirements; and

c. Return DND's High Readiness Unit to their full operational capability.

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PROJECT STATUS

9. The capability deficiency can be overcome for less than $5M. The project is a CJOC funded minor project that is ready to proceed to implementation.

PROJECT INTERDEPENDENCIES

10. ADM(MAT)/DGLEPM: The DND Technical Authority (TA) for ASUVs resides within DGLEPM. TA support and expertise will be sought throughout the life of the project and in support of the equipment while deployed.

ENVIRONMENTAL ASSESSMENT

11. There are no environmental concerns with this project. Manufacturers of ASUVs are required to conform to all applicable environmental laws and policies.

RISK ASSESSMENT

12. The overall project risk is assessed as low. The project will acquire ASUVs, and has a capped funding envelope for less than $5M.

13. Delay in the delivery of the ASUVs is the biggest risk to the project. This is due to the capability gap that would be created between the period when the cost to lease will have exceeded CJOC's Expenditure Authority and when the procured vehicles are delivered.

14. The risk is being partially mitigated through the deployment of In-Service ASUVs. However, there are not enough in-service ASUVs to meet the requirement and their deployment reduces the operational capability of other Canadian Armed Forces high readiness units.

CASH FLOW AND COST BREAKDOWN

15. The Project Cash Flow and Cost Breakdown is as follows:

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Program Alignment Architecture 4.2.2 Materiel Acquisition	
FUNDS ENCUMBERED	FY 17/18
Equipment	3,850,000
TD	0
Training	0
Translation	0
Transport	77,000
Warranty	0
Subtotal	3,927,000
Contingency (10%)	392,700
Subtotal	4,319,700
GST/HST (15%)	647,955
Total	4,967,655

PERSONNEL, OPERATION & MAINTENANCE COSTS

16. The project will be directed and managed by matrix staff. No new project management personnel requirement positions are required.

17. No National Procurement funds are used to support these vehicles. The Operation Funds of the responsible Task Force will be used to budget and pay for the support of these vehicles using their assigned operations budgets, and new requirements are identified and planned in advance.

PROJECT SCHEDULE

18. The project milestones are as follows:

Milestones	Date
Effective Project Approval	November 2016
Purchase Order against Standing Offer (if available)	November 2016
Request for proposal (if required)	November 2016
Contract Award (if required)	January 2017
Deliverables Begin	March 2017
Leasing ability ends	April 2017

PROCUREMENT STRATEGY

19. ASUVs are commercially produced for the market and they will be acquired through an open and competitive process including Standing Offers if available.

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DEPARTMENTAL CONTACTS

20. Departmental contacts are:

Project Sponsor:	Lieutenant-General S.J. Bowes Commander Canadian Joint Operations Command 613-945-2299
Project Leader:	Brigadier General A.T. Benson Director General Land Equipment Program Management 819-939-6501
Project Director:	Major M.B.Y. Banville Canadian Joint Operations Command A/J4 Systems 613-949-3643
Project Manager	Mr. Scotty Phillips Director Support Vehicles Program Management 4-6 819-939-6559
Procurement Officer:	Mr. M. Alain Director Land Procurement 5-5-1 819-939-7511

A0638606_5-000531

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a)

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name:	Col R.T. Ritchie	Position and Title:	J3
Phone:	613-945-2324	Group/Division:	CJOC

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize DSVPM & Subordinates to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

   QTY 4, Armoured SUV;

   IAW MCE Project Number CJOC 01/16

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.
3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.
4. Financial Coding and Amounts

   Fund:

   Fund Center:

   Cost Center: (

   G/L:

   IO (if required):

   Fund Reservation:

   Total amount: $1 000 000 CAD

5. Fiscal Year(s) and Amount

   Fiscal Year(s): 16/17: $1 000 000

R Rtc — 9 Nov 16

Originator RC Manager Signature — Date

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: J.A. MacDonald

   Position and Title: DSVPM 4

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

A0638606_6-000532

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s.18(a)

s.15(1) s.18(b)

Defence Construction Canada
Construction de Défense Canada

Department of National Defence
Ministère de la Défense nationale

(R2015-01)

s.18(a)

SERVICE LEVEL ARRANGEMENT: Amendment No. 3

This Service Level Arrangement (SLA), and its subsequent amendments, is entered into pursuant to the guidelines, principles, and terms & Conditions set forth in the Department of National Defence (DND) and Defence Construction Canada (DCC) Joint Management Handbook for SLAs, which constitutes a part of this arrangement.

DND Project / Program Title:	DCC Support to CJOC - OP IMPACT
Location of DCC Service Delivery:	Ottawa ON, Kingston ON,
DCC SLA Reference Number:	NMP 1625

DCC Regional Office / HQ Division:	National Capital Region
DCC Site Office / HQ Directorate:	Major Programs
DCC Primary Contact:	Samantha Roeske

SLA INFORMATION:	
Original SLA Value:	$232,406.50
Net change by previous Change Orders:	$132,889.45
Net change by this Change Order:	$188,262.20
☒Revised SLA Value:	$553,558.15
☐Final SLA Value:	$
Effective Date of Amendment (yyyy/mm/dd):	2016 / 10 / 24
Service Delivery End Date (yyyy/mm/dd):	2017 / 03 / 31
DND Financial Coding:	FC CC Fund GL IO Commitment
DCC Service Delivery Component(s):	Contracting, Contract Management, Project Management Support
DND Security Designation:	Reliability

SERVICE BILLING INFORMATION: +

Basis of Payment:	Resp. Site:	DND Funding Source:	R0 Description (Optional):	From R0#:	To/New R0#:	Amended R0 Value :
Time Based	NMP	O and M	DCC Support to CJOC - Op Impact-	63313	63313	
Time Based	NMP	O and M	DCC Support to CJOC - Op Impact - Kuwait	63896	63896	

AMENDMENT DESCRIPTION

This amendment is to increase the cost estimates for the support to CJOC OP IMPACT - and Kuwait.

Op IMPACT-
DCC personnel needed to be on-site longer due to:
- the contractor is able to do on-site work on accommodation #3 sooner than expected, during the period from 5th November to 30th November.
- the addition of the the Role Two hospital offices to the contract. The current planned timeline for the on-site work is from Oct 31st – Nov 14th. Contractor to de-mobilize prior to Dec 5th.

Canada

A0638606_7-000533

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s.18(a)

Op IMPACT Kuwait
- The need for support to the program in Kuwait has been extended to have support of 1 DCC personnel on-site until 25 February 2017.

Roles and responsibilities for DCC and CJOC do not change from the original SLA. All DCC Contracting services will remain in Ottawa as per the original SLA.

DND Funding Source: FC CC 3; Func GL IO
Commitment #

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Defence Construction Canada
Construction de Défense Canada

Department of National Defence
Ministère de la Défense nationale

CERTIFICATIONS AND SIGNATURES

The undersigned representatives of the Department of National Defence and Defence Construction Canada hereby certify that they are duly authorized representatives of their respective organizations and are delegated the necessary authorities pursuant to the Financial Administration Act to commit and expend resources in accordance with this Arrangement.

For the Department of National Defence

by: RANCOURT, MARC 351

Digitally signed by RANCOURT, MARC 351
DN: c=ca, o=gc, ou=dnd-mdn, ou=Personnel, ou=intern, cn=RANCOURT, MARC 351
Date: 2016.10.28 10:58:47 -04'00'

Signature

Name & Rank

Position

/ /

Date (yyyy/mm/dd)

For Defence Construction Canada

by: __

Digitally signed by Samantha Roeske
DN: cn=Samantha Roeske, o=Defence Construction Canada - Site Manager, ou, email=Samantha.Roeske@dcc-cdc.gc.ca, c=CA
Date: 2016.10.24 08:39:21 -04'00'

Signature

Name

Position

/ /

Date (yyyy/mm/dd)

Attachments:

- ☐ Appendix 1 SLA Service Delivery Plan
- ☐ Appendix 2FF: SLA Basis and Terms of Payment – Fixed Fee
- ☒ Appendix 2TB: SLA Basis and Terms of Payment – Time Based
- ☒ Attachment Time, Travel and Disbursement Estimate
- ☐ Attachment
- ☐ Attachment

Canada

A0638606_9-000535

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s.18(a)
s.18(b)
s.21(1)(c)
s.21(1)(d)

(R2015-01)

APPENDIX 2TB – SLA BASIS AND TERMS OF PAYMENT – TIME BASED

SLA Amendments History	
Original SLA Value	$232,406.50
Net change by previous Amendments Values #1 to #3	$321,151.65
Net change by this Amendment Value	$188,262.20
Total net change to-date	$553,558.15
Revised value of SLA	$
SLA Expenditure History	
Previous Year(s) SLA Expenditure (PYE)	$0.00
Expenditures To-Date (For this FY)	$0.00
Forecasted Estimate to end of FY 16/17	$0.00
Forecasted Estimate to end of FY /	$

DCC Employee Level	DCC Resource Position Title / Functional Role

Disbursements - Travel	
Disbursements - Accommodation	
Disbursements - Annual Adjustments	
Disbursements - Other	
Total for Disbursements at Cost:	

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s.18(a)

s.18(b)

APPENDIX 2TB – SLA BASIS AND TERMS OF PAYMENT – TIME BASED

DCC Resource Forecast – Estimated Cost of Services

DCC Employee Level	DCC Charge-Out[1, 2, 3]	Estimated Hours	Estimated Fees	Disbursements	Total by Resource
Sr Mgmt					
11 - SR					
11 - RR					
11 - OT					
10 - SR					
10 - RR					
10 - OT					
9 - SR					
9 - RR					
9 - OT					
8 - SR					
8 - RR					
8 - OT					
7 - SR					
7 - RR					
7 - OT					
6 - SR					
6 - RR					
6 - OT					
5 - SR					
5 - RR					
5 - OT					
4 - SR					
4 - RR					
4 - OT					
3 - SR					
3 - RR					
3 - OT					
2 - SR					
2 - RR					
2 - OT					
1 - SR					
1 - RR					
1 - OT					
	SLA Total Value:				

Notes:

1 Applicable rates (SR) apply for employees at sites or offices where office accommodation is provided by DND.
2 Applicable rates (RR) apply for employees at sites or offices where office accommodation is provided by DCC.
3 Applicable rates (OT) are set to recover the additional costs associated with the overtime.

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s.18(a)

s.18(b)

Time Estimate

ERBIL, IRAQ						
Position	**Duty**	**Level**	**Estimated Period**	**Hours**	**Rate**	**Total**
Technical Specialist, Project Management (24 wks)						
Technical Specialist, Project Management (~4wks)						
Site Manager						
Team Leader, Program Management						
Regional Service Line Leader, Contract Services						
Coordinator, Contract Services						
Regional Director						
Administrative Assistant						
Total for Erbil, Iraq						
KUWAIT						
Technical Specialist, Project Management (14wks)						
Technical Specialist, Project Management (14wks)						
Site Manager						
Team Leader, Program Management						
Regional Service Line Leader, Contract Services						
Coordinator, Contract Services						
Regional Director						
Administrative Assistant						
Total for Kuwait						

Summary	
Time Estimate	
Travel & Disbursement Estimate	
Grand Total SLA Value:	
original SLA Value:	
Amdt #1	
Amdt #2 ($0 estimate; administrative change)	
difference (from Admt#2):	

s.18(a)
s.18(b)

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Travel & Disbursements

Position	Period	Allowance	Amount	Notes
Technical Specialist, Project Management (L8)				
Technical Specialist, Project Management (L9)				

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s.18(a)
s.16(2)(c)
s.19(1)
s.21(1)(c)

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: Col RT Ritchie — Position and Title: CJOC J3

Phone: 613-945-2324 — Group/Division: CJOC HQ

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize **Col K.G. Horgan, Comd RP Ops Group** to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

DCC SUPPORT FOR OP IMPACT

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding

5. Fiscal Year(s) and Value

FY: 16/17 Value: **$553,600.00 CAD**

Originator RC Manager Signature — Date: 26 Oct 16

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: Col K.G. Horgan

Position and Title: Comd RP Ops Group

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

LCOL M RANCOURT
A/COMD CF RP OPS
27 Oct 16

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

A0638606_14-000540

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s.13(1)(a)
s.20(1)(b)

Received
26 Sep 16

Standard Form 1080
Revised April 2 1982
Department of the Treasury
I TFRM 2-2500
1080-109

VOUCHER FOR TRANSFERS BETWEEN APPROPRIATIONS AND/OR FUNDS

VOUCHER NO.

SCHEDULE NO.

Department, establishment, bureau, or office receiving funds

Bill Date: 16-Sep-2016

BILL NO.
1044789

PAID BY

Department, establishment, bureau, or office charged

Customer No.: W003000

BILLING ADDRESS:

CANADIAN JOINT OPS CMD (CJOC)
ATTN J8 FCC 2-2
101 COLONEL BY DRIVE
OTTAWA K1A 0K2 CA

SHIPPING ADDRESS:

DSSN 220-1397

Payment Method
1080 TP

ORDER NO.	DATE OF DELIVERY	ARTICLE OR SERVICES	QUAN-TITY	UNIT PRICE COST	UNIT PRICE PER	AMOUNT DOLLARS AND CENTS
1044789		Passenger-Rate Based			EA	
					TOTAL	

Remittance in payment hereof should be sent to -

Pay To Address:

Dispute POC:

ACCOUNTING CLASSIFICATION - *Office Receiving Funds*

CERTIFICATE OF OFFICE CHARGED

I certify that the above articles were received and accepted or the services performed as stated and shoud be charged to the appropriation(s) and/or fund(s) as indicated below; or that the advance payment requested is approved and should be paid as indicated.

(Authorized administrative or certifying officer)

(Date)

(Title)

ACCOUNTING CLASSIFICATION - *Office Charged*

$3,213.00

Paid by Check No.

A0638606_15-000541

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19(1), 20(1)(b)

of the Access to Information Act

de la Loi sur l'accès à l'information

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s.19(1)
s.20(1)(b)

Good Day - Attached is your current transportation billing for the month of September, 2016.

Please contact me if you have any questions regarding your billing and/or details and I will be happy to assist.

Thank you for your attention in this matter.

Have a great day!

Customer Service Representative

Collection in the subject line of your inquiry)

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s.20(1)(b)

s.18(a)

s.19(1)

PAYMENT OPTIONS AND ADDRESSES

1. In order to pay your bill through IPAC, DFAS is asking customers to 'push' the funding because our accounting system has not been able to collect by IPAC since it was introduced. In order to 'push' the funding to DFAS Limestone we ask that you use the following information and include this information with your payment:

   a. ALC:
   b. ADSN:
   c. TAS:

   Please also include the ***invoice number*** on the 1080 and **ATTN: TWCF**.

2. In order to pay your bill via cross disbursement please either:

   a. Provide the complete line of accounting for I to charge or
   b. Fax an accounting MORD with coversheet to DSN: **AND** email: using TWCF AMC CHECK COLLECTIONS in the subject line of the email, with the bill number, letter(s) of indebtedness and demand notice(s) included in the email body or attached as appropriate.

3. Online payment in US dollars at Pay.Gov is available using Contractor Debt Payment 3801 form as follows:

   a. Go to https://www.pay.gov
   b. Click 'Find an Agency'
   c. Click the letter 'D' for DFAS
   d. Click 'Defense (DOD) Defense Finance and Accounting Service (DFAS)
   e. Click DFAS Limestone Public Vendor Payment
   f. Continue to form
   g. Click on form
   h. Fill in information
   i. Fill in invoice number in "TWCF Invoice" field
   j. Continue to next page for payment

A0638606_18-000544

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s.20(1)(b)

s.18(a)

PAYMENT OPTIONS AND ADDRESSES

4. Electronic Funds Transfer (EFT) payments will be accepted as indicated below:

   a. For US dollars being returned: FEDWIRE (preferred method) please remit U.S. dollar ($) EFT from an American bank to:

      1. Bank Name/Account Name:
      2. FEDWIRE routing #:
      3. Account Name:
      4. Account #: – this is the 12-digit Credit Gateway account number/Collection Information Repository (CIR) Agency Account ID*

      Addendum data *must* include: ALC JS, and any additional data necessary to apply the payment, such as bill number, POC, phone number, etc.

   b. For US dollars being returned: SWIFT method please remit U.S. dollar ($) EFT from a foreign bank (SWIFT) to:

      1. Bank Name/Account Name:
      2. Fed Routing # (in block 57D of SWIFT submission):
      3. Account Name:
      4. Account #: – this is the 12-digit Credit Gateway account number/Collection Information Repository (CIR) Agency Account ID*

   c. For US dollars being returned: ACH

      1. Bank Name/Account Name:
      2. Fed routing #:
      3. Account Name:
      4. Account # – this is the 12-digit Credit Gateway account number/Collection Information Repository (CIR) Agency Account ID*

PAYMENT DETAILS

Please include a Point of Contact (POC) at the agency claiming the funds (i.e. Accounts Maintenance & Control; Columbus Accounts Receivable, etc.); include the contract number for which the overpayment is being returned, bill/invoice number that is being paid; any other specific payment information to identify what is being paid. ***If this information is not included, the funds will be returned.***

A0638606_19-000545

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s.20(1)(b)
s.20(1)(c)
s.13(1)(a)
s.20(1)(c)

27 Jun 16

Standard Form 1080
Revised April 2 1982
Department of the Treasury
I TFRM 2-2500
1080-109

VOUCHER FOR TRANSFERS BETWEEN APPROPRIATIONS AND/OR FUNDS

VOUCHER NO.

SCHEDULE NO.

Department, establishment, bureau, or office receiving funds

Bill Date: 16-Jun-2016

BILL NO.
1040706

PAID BY

Department, establishment, bureau, or office charged

Customer No.: W003000

BILLING ADDRESS:

CANADIAN JOINT OPS CMD (CJOC)
ATTN J8 FCC 2-2
101 COLONEL BY DRIVE
OTTAWA K1A 0K2 CA

SHIPPING ADDRESS:

DSSN 220-1397

Payment Method
1080 TP

ORDER NO.	DATE OF DELIVERY	ARTICLE OR SERVICES	QUAN-TITY	UNIT PRICE COST	PER	AMOUNT DOLLARS AND CENTS
1040706		Passenger-Rate Based	1	$117.00	EA	$117.00
					TOTAL	$117.00

Remittance in payment hereof should be sent to -

Pay To Address:

Dispute POC:

ACCOUNTING CLASSIFICATION - *Office Receiving Funds*

CERTIFICATE OF OFFICE CHARGED

I certify that the above articles were received and accepted or the services performed as stated and shoud be charged to the appropriation(s) and/or fund(s) as indicated below; or that the advance payment requested is approved and should be paid as indicated.

(Authorized administrative or certifying officer)

(Date)

(Title)

ACCOUNTING CLASSIFICATION - *Office Charged*

$117.00

Paid by Check No.

NSN 7540-00-634-4230

Page 1 of 1

Previous Editions Are Usable

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13(1)(a), 19(1), 20(1)(b), 20(1)(c)

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s.18(a)

s.19(1)

s.20(1)(b)

s.20(1)(c)

MEMORANDUM FOR: 05/18/2016

SUBJECT: Payment options and addresses

1. In order to pay your bill by payment through IPAC DFAS is asking those customers to 'push' the funding because our accounting system has not been able to collect by IPAC since it was introduced. In order to 'push' the funding to DFAS Limestone we ask that you use the following information and include this information with your payment:

   ALC:
   ADSN:
   TAS:

   Please also include the ***invoice number*** on the 1080 and ATTN: Nancy Powers.

2. In order to pay your bill via cross disbursement please either

   a. Provide the complete line of accounting for DFAS to charge or
   b. Fax an Accounting MORD with coversheet to DSN: 510-366-0160 and email using TWCF DEBT COLLECTION in the subject line of the email with the bill number, letters of indebtedness and demand notices included in the email body or attached as appropriate.

3. Online payment in U. S. dollars at pay.gov using DFAS Contractor Debt Payment 3801 form available using the following:
   a. go to www.pay.gov
   b. Click 'Find an Agency'
   c. Click the letter 'D' for DFAS
   d. Click 'Defense (DOD) Defense Finance and Accounting Service (DFAS)
   e. Click Debt Payments for Contracts w/Pay Office
   f. Where it says Bill of Collection (BOC) put your debt # (14 characters ending in C77)

4. Online payment in U. S. dollars at pay.gov using DFAS Contractor Debt Payment 3801 form available using the following:
   a. Go to https://www.pay.gov
   b. Find an agency
   c. D for DFAS (DOD) Defense Finance and Accounting Service (DFAS)
   d. DFAS Public Vendor Payment 3801
   e. Continue to form
   f. Then click on form
   g. Fill in your information.
   h. Where it says TWCF Invoice put your invoice number
   i. Continue to next page for your payment.

   If you use pay.gov, please send a copy of your confirmation to with TWCF AMC Collections in the subject line so we can notify you of receipt of payment.

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a)

s.18(a)

s.20(1)(b) s.20(1)(a)

s.20(1)(c) s.20(1)(c)

5. **EFT payments will be accepted as indicated below:**
   a. **FOR US DOLLARS BEING RETURNED: FEDWIRE (PREFERRED METHOD)** Please remit **U.S. d o l l a r ($)** electronic funds transfer (EFT) from an American Bank to:

Bank Name/Account Name:

FEDWIRE routing #
Account Name:
Account #: this is the 12 digit Credit Gateway account number/ Collection Information Repository (CIR) Agency Account ID.
Addendum Data Must Include: JS and any additional data necessary to apply the payment (Bill Number, POC, and Phone Number, ETC.)

   b. **FOR US DOLLARS BEING RETURNED: SWIFT METHOD** Please remit **U. S. d o l l a r ($)** electronic funds transfer (EFT) from a Foreign Bank (SWIFT) to:

Bank Name/Account Name:
Fed Routing # (in block **57 D** of SWIFT submission): //FW021030004
Account Name:
Account #: ; this is the 12 digit Credit Gateway account number/CIR Agency Account ID

   c. **FOR US DOLLARS BEING RETURNED: ACH** Bank Name/Account Name:
Fed Routing:
Account Name:
Account #: (this is the 12 digit Credit Gateway account number/CIR Agency Account ID)

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s.19(1)

s.20(1)(b)
s.20(1)(c)

PAYMENT DETAILS:
The vendor MUST include a POC at the Agency claiming the funds (i.e. DFAS-Limestone Accounts Receivable POC, Columbus Accountants receivable POC, Limestone Accounts Maintenance and Control, etc). The vendor must also include the contract number for which the overpayment is being returned, bill/invoice number they are paying, and any other specific payment reasons. If this information is not included, the funds will be returned to the vendor.

Be sure to inform your bank to use the charge flag "OUR", not "SHA" or "BEN" within the SWIFT payment system. Using "OUR" informs everyone who processes the payment that all charges will be paid by the ordering party.

The POCs reflected in the Payment Details shall be the ones to claim the collection when it comes into the account and provide the Line of Accounting to Centralized Disbursing, DFAS-Indianapolis. The POCs will identify the individual item in CIR to claim each collection. If the funds are not collected in within 10 business days they will be returned to the vendor.

6. If payment by EFT is not possible and payment is being made by check, we request remittance by return mail. Make checks payable to "DSSN3801LI/JS" and include the bill number that is being paid. A copy of the billing document, letters of indebtedness and demand notices must be included with the payment. Mail to:

New Address
TWCF DIRECTORATE
ATTN: Field Site

OLD Address (DO NOT USE)
Disbursing Operations Directorate
ATTN:
P.O.

Any remittances received without the required documentation listed above will be returned to the remitter.

If you have any questions or require additional information, please contact:

Name: using TWCF DEBT COLLECTION in the subject line of your inquiry

Thank you for your assistance in this matter.

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13(1), 19(1), 20(1)(b), 20(1)(c)

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(December 2015)

General information (please type or print clearly)

Rank Capt Last Name Anstey First Name Michael Initials K.

Regional Dept Accounting Office 0001 Client Department Office 6635

Organization/Division/Section JTF-I/JTFSC/PERS

s.17 Telephone Number( ) 353-2131 Fax Number ( )

E-mail French ☐ English ☒

FOR LACO ONLY

USERID(S)

s.19(1) Unique identifier is defined as the PRI for civilian members, service number for military members, and security file number for contract personnel.

Unique Identifier

- ○ Personal Record Identifier (PRI)
- ◉ Service Number (SNO)
- ○ Security File Number (SFN)
- ○ Other (OTH)

Employee Categories with Role Restrictions:

- ○ Casual Employee, End Date yyyy/mm/dd
- ○ Term Empl. < 6 months, End Date yyyy/mm/dd
- ○ Reservist Class A < 5 days a month
- ○ Contractor, End Date yyyy/mm/dd
- ○ Other
- ○ Currently Collecting Pension

List your current userid(s):

- ☐ DU02:LVL-1-BDGT-COORD
- ☐ UU03:FND-CNT-BDGT-COORD
- ☐ UU04:CC-BDGT-COORD
- ☐ UU05:MAINTAIN-AP
- ☐ UU06:MNTN-EARMARKED-FND
- ☒ SU07:AUTHORIZE-ACCT-PAY
- ☐ UU14:RGDF-CASHIER
- ☐ UU19:ACQ-CARD-FUNCTIONS
- ☐ RU20:ACQ-CARD-REG-COORD
- ☐ UU26:MAINTAIN-AR
- ☐ UU27:MANAGE-AR
- ☐ UU29:MNGE-IO-MASTR-DATA
- ☐ RU31:MNTN-VENDR-REGIONS
- ☐ RU32:UPLOAD-ACS-CASHIER
- ☐ RU34:UPLOAD-INTERFACES
- ☒ UU38:FMAS-DISPLAY
- ☐ UU39:SYSTEM-ADJUSTMENTS
- ☐ UU48:JV-MASTER-DATA
- ☐ UU49:SFT-FORECASTING
- ☐ UU50:SFT:REPORTING
- ☐ UU51:RDAO-MANAGE-PPV
- ☐ UU53:DOA-CREATE
- ☐ UU54:DOA-VALIDATE
- ☐ UU55:DOA-APPROVE
- ☐ UU56:DOA-SCAN

For other roles, please list:

All Userids must be assigned role ZD:USR:UU38:FMAS-DISPLAY

USER Acknowledgement of Responsibilities and Obligations

1. I will ensure the correctness of the financial information that I input in DRMIS based on the supporting documentation provided to me.
2. I will ensure that all accounts payable have been certified under Section 34 of the FAA prior to inputting and approving the DRMIS document.
3. I will safeguard my DRMIS account by not divulging my userid and password to anyone.
4. I will not allow **anyone** to access DRMIS by using my account.
5. I will not input or approve any payment of Travel, Relocation or General Allowance claims in DRMIS unless specifically authorized by the comptroller.
6. I will not input or approve any financial document in DRMIS for which I can benefit from directly or indirectly.
7. When I depart this organization, I will clear out with my LACO or the DRMIS Security organization.

Applicant - Please print your name and then Sign 31 July '16 **Date**

RC Manager Acknowledgement of Responsibilities and Obligations

1. The applicant is accountable to the Minister (e.g. Public Servants or CF members). YES NO
2. The applicant understands his/her responsibilities and obligations as a user.
3. The applicant requires access to DRMIS **Production** as identified on the application.
4. The applicant will be given the necessary time required to complete DRMIS Training.

MAY A. BENMOSBAH

RC Manager Please print your name and then Sign 31/07/16. **Date**

Comptroller Acknowledgement of Responsibilities and Obligations

I authorize this assignment in DRMIS.

Comptroller Please print your name and then Sign **Date**

LACO Acknowledgement of Responsibilities and Obligations: The access requested by the applicant complies with departmental and local restrictions. If the applicant has more than one userid, the combination of roles does not allow the applicant to circumvent departmental or local restrictions.

LACO Please print your name and then Sign **Date**

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(b)

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: Col R.T. Ritchie Position and Title: J3 CJOC

Phone: 613-945-2324 Group/Division: CJOC HQ

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize CJOC HQ J4 to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services: There is a requirement to provide Basic Evasive Driver training for 18 personnel 16 to 19 Sept 2016 who will be deploying on Op IMPACT on a one-time contract due to unavailability of training resources at the CF Logistics Training Centre which is undergoing track repair and maintenance during this timeframe.

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding

   Fund Reservation:

   Fund:

   Fund Center:

   Cost Center or WBS:

   G/L:

   IO (if required):

5. Fiscal Year(s) and Value

   FY: 16/17 Value: $53,200.00 USD

R Ritchie — 2 Sep 16

Originator RC Manager Signature — Date

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

---

6. Receiving RC Manager Name: Francois Camire

   Position and Title: Director of Land Procurement

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Defence Construction Canada
Construction de Défense Canada

Expense Report

Employee Name:		**Report N°:**	5640	***REIMBURSED - COMPLETE***	
Report Description:	Travel preparations, medicals & training	**Report Type:**	Billable	**Reimbursement Amount:**	$54.72
Payment Voucher N°:	656753	**Report End Date:**	2016-06-17	**Section 34 Authority**	

Expense Report Detail

Expense Date	Expense Category	Expense Details	Province/ Territory	Qty	Rate	Expense Amount	Amount w/o Tax	Tax Amount	Reimbursement Amount	Cost Center	Receipt Label	Contract/Employee Number	Currency	Exch. Rate
2016-05-28	Disbursements	Paaport & Visa photos	ON	1	15.800	$15.80	$13.98	$1.82	$15.80	NMP	1			
2016-06-01	Disbursements	Medicals: Immunization Hep A&B (partial paid by Blue cross)	ON	1	46.030	$46.03	$46.03	$0.00	$46.03	NMP	2			
2016-06-02	Disbursements	First Aid Training & CPR	ON	1	144.000	$144.00	$144.00	$0.00	$144.00	NMP	3			
2016-06-06	Disbursements	Medicals: TB test	ON	1	40.000	$40.00	$40.00	$0.00	$40.00	NMP	4			
2016-06-15	Gas		ON	1	40.000	$40.00	$35.40	$4.60	$40.00	NMP	5			
2016-06-14	Lunch/Dinner		ON	3	62.000	$186.00	$164.60	$21.40	$186.00	NMP				
2016-06-17	Lunch		ON	1	17.000	$17.00	$15.04	$1.96	$17.00	NMP				
2016-06-14	Incidentals		ON	4	17.300	$69.20	$61.24	$7.96	$69.20	NMP				
2016-06-17	Accommodations		ON	3	142.340	$427.02	$379.62	$47.40	$427.02	NMP	6			
2016-06-17	Parking		ON	3	16.000	$48.00	$42.48	$5.52	$48.00	NMP	7			
2016-06-17	Car Rental		ON	3	40.557	$121.67	$107.67	$14.00	$121.67	NMP	8			

Totals:	$1,154.72	$1,050.06	$104.66	$1,154.72
Travel Advance:				($1,100.00)
Total Non-Reimbursement Amount:				$0.00
Total Reimbursement Amount:				$54.72

A0638606_28-000554

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Defence Construction Canada
Construction de Défense Canada

Contract Summary

Contract Number	Amount w/o Tax	Tax Amount	Expense Amount
00063313	$1,050.06	$104.66	$1,154.72

A0638606_29-000555

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s.19(1)

COSTCO WHOLESALE

* 2 sets of passport photos for:
1- official passport application, and
2- travel visa to Iraq

NEPEAN #540

1849 Merivale Road
Nepean, ON
K2G-1E3

MEMBER [redacted] 5F

21337 PASSPORT	6.99	H
21337 PASSPORT	6.99	H
SUBTOTAL	13.98	
**** (H)HST 13%	1.82	
TOTAL	[redacted]	
VF MasterCard	15.80	

**********2710
REFERENCE#: 66164711-0010014010 H
AUTH#: R05928 05/28/16 10:27:56
Invoice#: 35405

COSTCO # 540
1849 Merivale Road
Nepean, ON K2G-1E3

[redacted]

01 APPROVED - THANK YOU 027
AMOUNT: $15.80

NO SIGNATURE TRANSACTION

[redacted]

IMPORTANT - retain this copy for your record.

*** CARDHOLDER COPY ***

CHANGE .00

TOTAL NUMBER OF ITEMS SOLD = 2
CASHIER: [redacted] REG# 87
2016/05/28 10:28 0540 87 0025 847

GST/HST #121476329
THANK YOU!

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Federal District Council
5 Corvus Court
Ottawa, ON K2E 7Z4
Tel.: (613) 722-2002 Fax: (613) 722-7024
http://www.sja.ca info@fd.sja.ca
GST/HST Reg. Number: R108022252

s.19(1)

ST. JOHN AMBULANCE
RECEIPT

Receipt Number: I-ON-FD-007830
Date: 2 Jun 2016
Terms:

Client:

Client Id: CONT-467909

DETAILS:

Product ID	*Description*	*Taxes Appl.*	*Unit Price*	*Unit Discount*	*Qty*	*Ext. Price*
1-188420796	Standard First Aid + Level C CPR + AED - FD/NP	Exempt	$144.00	$0.00	1	$144.00
					Total	$144.00

PAYMENT INFORMATION

Payment Status: Fully Paid ***Payment Method:*** Credit Card (VISA) ***Amount Paid:*** $144.00

REGISTRATIONS LIST:

Course and Class # / Attendee	*Location / Attendance*	*Start Date/Time / Outcome*
Standard First Aid + Level C CPR + AED (FDSFAC-ON-FD-040616-1181)	5 Corvus Court 5 Corvus Court Ottawa, ON K2E 7Z4	4 Jun 2016, 8:30 AM
•	Registered	To be confirmed

PLEASE READ THE FOLLOWING ABOUT OUR CANCELLATION POLICY:

There are no transfers or refunds for evening courses, courses held on statutory holidays, or requests less than 2 business days prior to the course start date. Cancellations or transfer requests must be received 2 business days PRIOR to the course start date; an administration fee of $25 plus HST will be charged. A student transfer credit is valid within 3 months from the date of the original course start date. A fee of $15 plus HST is charged for a certificate reprint.

Prepared by / Preparé par Shawn McLaren

A0638606_31-000557

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s.19(1)

s.20(1)(b)
s.20(1)(c)

Invoice

Bill to:
Name of Patient
Address
Age
Patient Number

Date	Code	Description	Amount
June 1, 2016		**Twinrix** **(DIN 02230578)**	**$ 90.00** **$ 10.00**
		Total **Visa**	**$ 100.00**

Paid
$53.97
Claim balance:
100.
- 53.97
$ 46.03

Provider:
Provider#

PAID JUN 0 1 2016

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Invoice

Bill to:
Name of Patient
Address
Age
Patient Number

Date	Code	Description	Amount
June 6, 2016			$ 40.00
		not paid by claim all.	
		Total **Visa**	**$ 40.00**

Provider:
Provider#:

PAID JUN 06 2016

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

Four Points Hotel & Suites Kingston
285 King Street East
Kingston, ON K7L 3B1
Canada
Tel: 613-544-4434

FOUR POINTS BY SHERATON

Page Number	:	1	Invoice Nbr	:
Guest Number	:			
Folio ID	:	A		
Arrive Date	:	14-JUN-16	15:51	
Depart Date	:	17-JUN-16	07:31	
No. Of Guest	:			
Room Number	:			
Club Account	:			

Tax Invoice

Tax ID :

Four Points Kingston 17-JUN-16 07:31 DP

Date	Reference	Description	Charges (CAD)	Credits (CAD)
14-JUN-16	RT708	Room Revenue	142.34	
14-JUN-16	RT708	Parking	16.00	
15-JUN-16	RT708	Room Revenue	142.34	
15-JUN-16	RT708	Parking	16.00	
16-JUN-16	RT708	Room Revenue	142.34	
16-JUN-16	RT708	Parking	16.00	
17-JUN-16				-475.02

For Authorization Purpose Only

Date	Code	Authorized
14-JUN-16		516.6

** Total	475.02	-475.02
*** Balance	0.00	

Continued on the next page

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

Four Points Hotel & Suites Kingston
285 King Street East
Kingston, ON K7L 3B1
Canada
Tel: 613-544-4434

FOUR POINTS BY SHERATON

Page Number	:	2	Invoice Nbr	:
Guest Number	:			
Folio ID	:	A		
Arrive Date	:	14-JUN-16	15:51	
Depart Date	:	17-JUN-16	07:31	
No. Of Guest	:			
Room Number	:			
Club Account	:			

As a Starwood Preferred Guest you have earned at least 759 Starpoints for this visit.

Tell us about your stay. www.fourpoints.com/reviews

EXPENSE SUMMARY REPORT

Currency: CAD

Date	Rm&Tx	Fd&Bev	GST	PST	Other	Total	Payment
14-06-2016	121.54	5.00	17.64	0.00	14.16	158.34	0.00
15-06-2016	121.54	5.00	17.64	0.00	14.16	158.34	0.00
16-06-2016	121.54	5.00	17.64	0.00	14.16	158.34	0.00
17-06-2016	0.00	0.00	0.00	0.00	0.00	0.00	-475.02
Total	364.62	15.00	52.92	0.00	42.48	475.02	-475.02

Signature_____

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

enterprise

s.20(1)(b)

4123 STRANDHERD DR
OTTAWA, ON K2J6H8
Federal GST# :889365821

Rental Agreement #:
Bill Ref #:
Invoice Date: 17/06/2016
Account #:

BILL TO

RENTAL INFORMATION

Date/Time Out	Date/Time In
06/14/2016 08:11	06/16/2016 14:42

Renter

RENTAL VEHICLES

BILLING DETAIL

Description	Qty/Per	Rate	Amount
TIME & DISTANCE	3 DAY	15.00	45.00
DW	3 DAY	19.99	59.97
	Subtotal		104.97
VLF REC	3 DAY	0.90	2.70
HARMONIZED SALES TAX	PCT	13.00	14.00
Total Charges (CAD)			**121.67**

PAYMENTS

Payment	-121.67
Total Payments (CAD)	**-121.67**

Amount Due (CAD) **0.00**

Individual line item charges such as rental rates for Time and Distance, percentage-based charges (e.g., sales taxes and fees or surcharges), and charges divided between multiple parties may be rounded up or down a whole cent to ensure that the charges equal the actual Total Amount Due and/or to avoid fractional cents.

CLAIM INFORMATION

Claim# / PO# / RO# **Insured**

Date of Loss **Type of Loss** **Type of Vehicle**

Repair Shop

For Billing Inquiries / Payment Terms :
Tel#:(613) 228-2998
N@EHI.COM
Payment Due within days of invoice date
Late payments are subject to a finance charge.

Thank You For Choosing Enterprise

Please Return This Portion With Remittance

Remit To :
ENTERPRISE RENT-A-CAR
2300 STEVENAGE DRIVE
OTTAWA, ON K1G3W3

Amount Due (CAD) 0

Paid By:

Account #	Rental Agreement	Amount	GPBR
		0	

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s.19(1)

s.20(1)(b)

PIONEER ENERGY
1396BATH ROAD
KINGSTON, ON
(613)549-8957

2016-06-15 13:56

STORE #: 627
TERM ID: CPC0627A
MERCH #: 40650755704
TRAN # : 248937
INVOICE NO:
HST #:

PUMP 4
SILVER $ 40.00
38.986L AT $1.026

HST INCLUDED $ 4.60

TOTAL CAD$ 40.00

INVOICE #
AUTH#

F800

PRE-AUTH COMPLETION

REF:
ACI/ISO 001/00

APPROVED 050603

TELL US HOW WE'RE
DOING AND YOU COULD
WIN
FREE GAS FOR A YEAR?
VISIT
FUEL4THOUGHT.CA
FOR FULL DETAILS

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(b) s.19(1)

Defence Construction Canada
Construction de Défense Canada

INVOICE

To: LCol Don Hilton NDHQ 101 Colonel By Drive Ottawa ON K1A 0K2	**Invoice N°.:** **148913** **Invoice Date:** 2016-06-30 **Contract N°.:** **Contract Description and Location:** DCC Support to CJOC Operation Impact
Project N°.: **P/F N°.:** **Project Description** : DCC Support to CJOC	

Description	Level	Rate $	Hours	Amount $

#GST/HST 107010969	**Payable Upon Receipt**	
DRMIS Vendor Number:	**Remit to:**	Defence Construction Canada Constitution Square, 19th Floor 350 Albert Street, Ottawa, Ontario K1A 0K3
	Inquiries:	Roeske, Samantha Tel : 613 949-5857 Fax : 613 996-9847

Canada

s.21(1)(b) RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
s.21(1)(c) DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

DCC Prime Coordinates: Samantha Roeske, 613-949-5857(o), (613) 949-7924 (f), 180 Kent St 14th Floor
Ottawa, ON K1P 0B6

Introduction. *Report provides a summary of activities and deliverables over past month, identifies planned activities and target information for the upcoming month. Reports are submitted on the last Monday* ***of each month to the SLA client with copies to key stakeholders and DCC Mgr NMP.***

Date: June 30, 2016	**Project Title: Support to CJOC Operation Impact**
DND Client: NDHQ, CJOC, LCol D. Hilton, LCol P. Dubé	**RO#:**
Past Month: May 2016, June 2016	***Forecast for next month*** : July 2016
Tasks/Deliverables:	**Tasks/Deliverables:**
Administration:	**Administration:**

A0638607_7-000565

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.21(1)(b)
s.21(1)(c)

Date: June 30, 2016	**Project Title:** - Support to CJOC Operation Impact
DND Client: NDHQ, CJOC, LCol D. Hilton, LCol P. Dubé	**RO#:**
Past Month: May 2016, June 2016	***Forecast for next month*** : July 2016
Tasks/Deliverables:	**Tasks/Deliverables:**

A0638607_8-000566

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s.19(1)

s.18(b)

s.18(a)

Defence Construction Canada
Construction de Défense Canada

INVOICE

To: LCol Don Hilton NDHQ 101 Colonel By Drive Ottawa ON K1A 0K2	**Invoice N°.:** **149333** **Invoice Date:** 2016-07-31 **Contract N°.:** **Contract Description and Location:** DCC Support to CJOC Operation Impact
Project N°.: **P/F N°.:** **Project Description** : DCC Support to CJOC	

Description	Level	Rate $	Hours	Amount $

#GST/HST 107010969
DRMIS Vendor Number:

Payable Upon Receipt

Remit to: Defence Construction Canada
Constitution Square, 19th Floor 350 Albert Street,
Ottawa, Ontario K1A 0K3

Inquiries: Roeske, Samantha
Tel : 613 949-5857
Fax : 613 996-9847

Canada

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s.19(1) s.18(a)

Received Date: July 5, 2016
Invoice# 94507246JUN16

Account Information

Name	IVANOVA, DIANA	**Corporation**	DEFENCE CONSTRUCTION CDN
ID		**Default Code**	

Statement Highlights

Statement Date	07/03/2016	**Statement ID**	
Account #		**Currency**	CANADIAN DOLLAR
Account Limit		**Payment Due Date**	07/10/2016
Account Balance	35.67	**Minimum Payment**	35.67

Your payment was received

Transaction Details

Tran ID	Tran Date	Proc Date	Description	Auth #	Addendum	GL/Customer Code	Total Tax	Amount
Account Number								
-		06/10	AUTOMATIC PAYMENT RECEIVED - THANK YOU	-	-	-	-	1043.04 CR
	06/14	06/15	IRON MOUNTAIN CANADA 610-831-8646 , ON, CAN	125533	No Addendum		3.51*	30.51
	06/17	06/20	PUROLATOR 431459475 MISSISSAUGA, ON, CAN	044149	No Addendum		0.59*	5.16

Report any items which do not agree with your records within 30 days of statement date.

* - Tax is estimated using information provided from the transaction and is for informational purposes only.

Statement Summary

Previous Balance	1043.04
- Payments - thank you	1,043.04 CR
- Other Credits	0.00
Purchases	35.67
+ Cash Advances	0.00
+ Interest	0.00
+ Fees	0.00
+ Other Charges	0.00
New Account Balance, 07/03	**35.67**

Interest Information

	Purchases/Other	Cash advance/Cheques
Interest charges on this statement	0.00	0.00
Annual interest rates next period (%)	0.00000%	0.00000%
Daily interest rates next period (%)	0.00000%	0.00000%

Contact Information

	Local Calls	Collect Calls	Toll free Calls
Enquiries	416 232 6200		1 866 667 4849
Lost or Stolen cards	416 232 6200		1 866 667 4849
Internet	http://bmoeps.com http://bmoeps.com/fr		

THIS STATEMENT IS INFORMATION ONLY

I HEREBY CERTIFY THAT THE DCC REPRESENTATIVE AUTHORIZING THIS PAYMENT HAS BEEN DELEGATED SECTION 34 PAYMENT AUTHORITY AND THAT HE OR SHE IS WITHIN HIS OR HER AUTHORITY PAYMENT LIMIT.

Signature

Pursuant to Sec. 34 of the F.A.A., I hereby certify that the goods supplied or the services rendered have been received or performed and that the price charged is according to contract.

DCC-GL Account NMP.53101: $4.57 RO# 63313, NMP.62951: $27.00, ONHST:

ONHST: 4.10

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a)

Purolator

Invoice date Jun 10, 2016
Account number
Invoice number

CG DEFENCE CONSTR CAN
14-180 KENT ST
OTTAWA, ON K1P 0B6

Summary of your charges

Total amount of this invoice		**$5.16**
Your payment will automatically be charged to your credit card		
Summary of shipments charged to your account		
Shipments you sent	1	$4.30
Shipments you received (sent to you collect)	0	$0.00
3rd party shipments	0	$0.00
Fuel Surcharge		$0.27
Subtotal		$4.57
Total HST (next page for details)		$0.59

New Terms and Conditions of Service and Purolator Rate Guide and Zone Guide will be in effect as of July 1, 2016. The new Purolator Rate and Zone Guides and Purolator Terms and Conditions of Service will be available at that time on purolator.com.

Total number of shipments	1
Total number of pieces shipped	1

Visit purolator.com for the current Fuel Surcharge rate.
GST/HST registration number: 104116280 RT0001. QST registration number: 1003841452 TQ0001.

A $2.00 charge to receive paper invoices is in effect as of June 1, 2016. Save on paper invoice fees and help the environment. Register for the Purolator Billing Centre to receive, view and pay your invoices online and more at purolator.com/billing.

Contact Us

Billing and invoice inquiries
Live Chat at purolator.com
OntarioA/R@purolator.com
1 866 313-4357

General inquiries and tracking
Live Chat or E-mail at purolator.com
1 888 SHIP-123

Please detach and return stub with your payment

Purolator

Invoice date Jun 10, 2016
Account number
Invoice number

DO NOT PAY THIS BILL

Your payment will automatically be charged to your credit card 2 to 3 days after mailing.

111 X

CG DEFENCE CONSTR CAN

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a)

Purolator

Invoice date	Jun 10, 2016
Account number	
Invoice number	

Your invoice details

HST ON	$0.59
Total HST	**$0.59**

Information about your invoice

Determining your shipping charges?
Shipping charges are based on a combination of the weight and volume of your shipment. If your item shows a 'Declared Weight', your shipment has been reweighed or scanned at our facility, and the corrected weight has been used to calculate your charges.

Questions about your charges?
If you have questions about your charges, or you are requesting an adjustment to your invoice for any reason, please call us at **1 866 313-4357**. Please note, you must notify us **within 90 days** from the date of your invoice.

Guide to simplified Service codes
Below is a summary of commonly used simplified Service codes to assist you in reading your invoice. For a full list of Service codes, please visit purolator.com

*	Cube Factor 1	**COS**	Chain of Signature	**Ground**	Ground
3rd Party	Third Party	**Declared Value**	Declared Value Surcharge	**Intl**	International
9	9AM	**Dest**	Destination	**Manual Ship**	Manual Shipping
10:30	10:30AM	**Dngr Gds**	Dangerous Goods	**Pac**	Pack
Chq	Cheque	**Exp**	Express	**Res Sign Req**	Residential Signature Required
Coll	Collect	**Env**	Envelope	**Sp Handling**	Special Handling
Corr	Correction	**Eve**	Evening	**US**	U.S.

Certain terms, conditions and geographic restrictions apply. Please see the current Purolator Rate Guide available at purolator.com/rates and Purolator Terms and Conditions at purolator.com

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a)

Purolator

Invoice date Jun 10, 2016

Account number

Invoice number

Your invoice details

Date shipped	Package identification number	Order placed through	Shipped from	Shipped to	# of pieces	Billed weight	Service	Total charges
May 30, 2016		Web Ship- Acct#	DEFENCE CONSTRUCTIO 180 KENT ST OTTAWA ON K1P 0B6 Your ref:	1 EGINEER SUPPORT U 667 CATARAQUI WOO KINGSTON ON K7P 2Y3	1		Exp Env Fuel Surcharge HST	4.30 0.27 0.59 --- **$5.16**

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

s.20(1)(b) s.18(a)

Purolator **Purolator Express Envelope**

FROM / DE
Defence Construction Canada
180 KENT ST
FLOOR 14
OTTAWA, ON
K1P 0B6
613-993-2280

TO / A
Rob Bronson
1 Egineer Support Unit
667 CATARAQUI WOODS DR
Defence Construction
KINGSTON, ON
K7P 2Y3

613-634-1105 ext.

DATE: 30 MAY 2016
PIECES: 1 of/de 1
WEIGHT/POIDS: 1 LB

43

EXP

PUROLATOR PIN:
ESO - PDI

Purolator's published terms and conditions of service apply - see www.purolator.com.
Les Modalités et conditions de service publiées de Purolator s'appliquent - voir www.purolator.com.

Fold the Bill of Lading on the dotted line and insert into the adhesive pouch. Attach a Bill of Lading to each package.
Veuillez plier ce connaissement sur la ligne pointillée et l'insérer dans la pochette adhésive. Veuillez joindre un connaissement à chaque colis.

No Declared Value Entered By Sender / Aucune valeur déclarée entrée par

CONDITIONS OF CARRIAGE

IMPORTANT - PLEASE READ: The consignor agrees that the act of tendering the shipment to the carrier for transportation shall be sufficient to constitute signature of this bill of lading by the consignor and shall bind the consignor to the conditions of carriage stated below.

RECEIPT Carrier acknowledges receiving from the shipper, at the point of origin and on the date specified, the shipment described in this bill of lading in apparent good order, except as noted (contents and conditions of contents of shipment unknown), and agrees to carry and deliver the shipment to the receiver at the destination set out in this bill of lading, subject to payment of all lawful charges. "Carrier" refers to Purolator Inc. and any connecting and/or successive carriers involved in the transportation of the shipment herein described, including any of their respective subsidiaries, controlled entities, and their respective employees, agents and independent contractors.

LIMITATION ON LIABILITY Carrier's liability in respect of the shipment described in this bill of lading (including for any loss, damage, delay, misdelivery, non-delivery or failure to deliver) is limited to $2.00 per pound ($4.41 per kilogram) computed on the total weight of the shipment, unless a higher value is declared in the specially marked Purolator Online Shipping user entry field, "Declared Value for Insurance ($)". Notwithstanding any disclosure of the nature or value of the goods carried or any special agreement to the contrary, carrier is not liable under any circumstances for the consequences of delay, or for any indirect or consequential damages (including lost profits) howsoever caused.

NOTICE OF CLAIM Carrier is not liable for any loss, damage or delay to any goods carried under this bill of lading unless notice of the claim setting out particulars of the origin, destination and date of shipment of the goods and the estimated amount claimed in respect of such loss, damage or delay is given in writing to the carrier within sixty (60) days after the delivery of the goods, or, in the case of failure to make delivery, within nine (9) months from the date of shipment. Subject to any overriding statutory provisions, the final statement of the claim must be filed within nine (9) months from the date of shipment, together with a copy of the paid freight bill. If the Convention applies, other notice periods may govern. No claim will be entertained until all transportation charges due in connection with this bill of lading have been paid in full. All claims are subject to proof of amount of loss.

TERMS INCORPORATED BY REFERENCE Every service to be performed under this bill of lading is subject to the conditions of carriage contained in this bill of lading, including the terms and conditions contained in Purolator Inc.'s published terms and conditions of carriage and the terms and conditions prescribed by the law of the jurisdiction where the goods originate (including the uniform conditions of carriage thereunder, if any). If the carriage involves an ultimate destination or a stop in a country other than the country of departure, the Convention (as defined below) may apply and limit the liability of the carrier in respect of loss of, damage to or delay of cargo. "Convention" means the Convention for the Unification of Certain Rules relating to International Carriage by Air, signed at Warsaw, Poland, 12 October, 1929, or the Convention for the Unification of Certain Rules for International Carriage by Air, signed at Montreal, Canada, 28 May, 1999, or those Conventions as amended or supplemented as may be applicable to the carriage hereunder.

MISCELLANEOUS Unless otherwise indicated, the consignor's name and address is the sender's name and address indicated on this bill of lading, and the latter is the place of execution and the place of departure; the consignee's name and address is the receiver's name and address indicated on this bill of lading, and the latter is the place of destination; and the date indicated on this bill of lading is the date of execution. There are no specific stopping places which are agreed to, and the carrier reserves the right to select the route and the mode of transportation that the carrier deems appropriate. The consignor warrants that the shipment is properly described on this bill of lading and on any accompanying documentation, and that the shipment is properly marked, addressed and packed to ensure safe transportation in accordance with the carrier's ordinary care in handling. Unless otherwise indicated on this bill of lading, the consignor waives its right to determine the volume or dimensions of the shipment, and to indicate same on this bill of lading. The consignor appoints the carrier as its agent for the performance of customs clearance and selecting a customs broker.

ENTIRE AGREEMENT The terms and conditions contained in this bill of lading, including those incorporated herein by reference, constitute the entire agreement relating to the carriage of the shipment described in this bill of lading, and no agent, servant or representative of the carrier or consignor has the authority to alter, waive or otherwise modify any provision of this agreement. In tendering the shipment described herein for carriage, the consignor agrees to these terms and conditions on his own behalf and on behalf of the consignee and any other party claiming an interest in this shipment.

A0638607_14-000572

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.18(a) s.20(1)(b)

IRON MOUNTAIN®

195 Summerlea Road
Brampton, Ontario L6T 4P6

Invoice

Direct Questions To: Customer Care - 1-800-327-8345 or askcustomerservice@ironmountain.com

Account Overview

Invoice Number:
Invoice Date: 05/31/2016
Storage Period: 06/01/2016 - 06/30/2016
Service Period: 04/27/2016 - 05/24/2016
Customer ID:

Department ID/Name:

DEFENCE CONSTRUCTION CANADA -
350 ALBERT STREET
19TH FLOOR
CONSTITUTION SQUARE
OTTAWA, ON K1A 0K3 CANADA

Due By: **06/30/2016**

EFFECTIVE IMMEDIATELY

Important Update – the Postal Code has changed for customers remitting payments via the postal service. Please update your records to reflect the **new Postal Code: M5K 1E7**

Canadian Tax ID Numbers for Reference Only

GST/HST/TPS	
BRITISH COLUMBIA	PST#
MANITOBA	PST#
QUEBEC	TVQ#
SASKATCHEWAN	PST#

NO ACTION NEEDED - You are enrolled in the Automatic Payment option

New Charges

Storage	27.00
Service	0.00
Supplies	0.00
Other Charges	0.00
Tax	3.51
INVOICE AMOUNT DUE	**$30.51**

LEGEND:

- When paying by check please include applicable customer ID(s), invoice number(s) and invoice amount(s)
- Balance Activity does not reflect any payment received that has not or could not be applied to open invoices.
- Storage is billed in advance and may include prorated storage charges for the current period*
- Services are billed in arrears*
- Adjustment amount includes credits, debits and other adjustments made by the specified date
- Payment is due per contract Net terms from the invoice date

*Unless otherwise expressly agreed upon in writing

TO VIEW ONLINE GO TO:
http://ca.invoices.ironmountain.com
USE THIS ENROLLMENT CODE TO CREATE YOUR ORGANIZATION'S ADMINISTRATION ACCOUNT:

SUBMIT PAYMENTS TO: Iron Mountain Canada Operations ULC
d/b/a Iron Mountain Canada
P.O. BOX 3527 STATION A
TORONTO, ON M5K 1E7

Certain services may be billed by Iron Mountain Canada Operations ULC d/b/a Iron Mountain Canada acting as agent on behalf of Iron Mountain Information Management Services Canada, Inc. and/or Iron Mountain Secure Shredding Canada, Inc.

A0638607_15-000573

s.18(a)
s.20(1)(b)
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IRON MOUNTAIN®

Customer ID:

Invoice Number:
Invoice Date: 05/31/2016

Department ID/Name:

Description	Qty	Rate	Amount
STORAGE,REGULAR 06/01/2016	120.00	0.225	27.00
TOTAL STORAGE			**27.00**
Sub Total			**27.00**
ONTARIO GST/HST			**3.51**
INVOICE AMOUNT DUE			**30.51**

Balance Activity Summary as of 05/24/2016

Previous Balance	30.51
Adjustments	
Payments applied by 05/24/2016	(30.51)
Adjustments as of 05/24/2016	0.00
**** Balance as of 05/24/2016**	**$0.00**
Current Invoice Amount	30.51
Total Balance	**$30.51**

**** If the balance as of 05/24/2016 has already been paid, thank you for your payment**

Canadian Tax ID Numbers For Reference Only	
GST/HST/TPS	
BRITISH COLUMBIA	PST#
MANITOBA	PST#
QUEBEC	TVQ#
SASKATCHEWAN	PST#

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

Defence Construction Canada
Construction de Défense Canada

Expense Report

Employee Name:		**Report N°:**	5875	***REIMBURSED - COMPLETE***	
Report Description:	Safety Clothing for Overseas deployment	**Report Type:**	Billable	**Reimbursement Amount:**	$122.02
Payment Voucher N°:	657738	**Report End Date:**	2016-06-24	**Section 34 Authority:**	Fuller, Charles

Expense Report Detail

Expense Date	Expense Category	Expense Details	Province/ Territory	Qty	Rate	Expense Amount	Amount w/o Tax	Tax Amount	Reimbursement Amount	Cost Center	Receipt Label	Contract/Employee Number	Currency	Exch. Rate
2016-06-24	Disbursements	2 pairs of cargo pants for overseas deployment	ON	1	122.020	$122.02	$107.98	$14.04	$122.02		1			

Totals:	$122.02	$107.98	$14.04	$122.02
Travel Advance:				$0.00
Total Non-Reimbursement Amount:				$0.00
Total Reimbursement Amount:				$122.02

Contract Summary

Contract Number	Amount w/o Tax	Tax Amount	Expense Amount
	$107.98	$14.04	$122.02

A0638607_17-000575

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s.19(1)

Mark's

Nepean
1840 Merivale Road, Nepean Crossroads Centre, Ottawa, Ontario, K2G 1E6
613-723-8911

Mark's Commercial Sale

Date: 2016/06/24 16:50
Cashier:

410009916545
MENS BARRON 6 INCH CTCP METAL FREE WORKBOOT
Clr: Tan Sz:
Qty: 1 Base Price: $194.99
Account Sale Discount -$19.50
$175.49 H

400009812404
5PT TEAR-AWAY MESH SAFETY VEST W/4" REF TAPE
Clr: Orange Sz:

Qty: 1 Base Price: $22.99
Account Sale Discount -$2.30
$20.69 H

400004965310
HARD HAT, MSA/ANSI TYPE 1 TOPGUARD WHITE
Clr: White Sz:
Qty: 1 Base Price: $56.99
Account Sale Discount -$5.70
$51.29 H

Sub Total	$247.47
ONFedHST 5.000%	$12.37
ONProvHST 8.000%	$19.80
Total	$279.64

Payments
$279.64
Total Discount $27.50

TYPE PURCHASE

ACCT
AMOUNT $279.64

CARD NUMBER
DATE/TIME 24 Jun 2016 16:50:35
REFERENCE #
AUTH #

01 APPROVED - THANK YOU 027

Mark's

Nepean
1840 Merivale Road, Nepean Crossroads Centre, Ottawa, Ontario, K2G 1E6
613-723-8911

Mark's Commercial Sale

Date: 2016/06/24 16:48
Cashier:

410008942675
WR HD1 COTT/NYLON RIP=STOP ZIP-OFF CASUAL PANTS
Clr: Khaki Sz:
Qty: 1 Base Price: $59.99
Account Sale Discount -$6.00
$53.99 H

410008942675
WR HD1 COTT/NYLON RIP=STOP ZIP-OFF CASUAL PANTS
Clr: Khaki Sz:
Qty: 1 Base Price: $59.99
Account Sale Discount -$6.00
$53.99 H

Sub Total	$107.98
ONFedHST 5.000%	$5.40
ONProvHST 8.000%	$8.64
Total	$122.02

Payments
$122.02
Total Discount $12.00

TYPE PURCHASE

ACCT
AMOUNT $122.02

CARD NUMBER
DATE/TIME 24 Jun 2016 16:48:28
REFERENCE #
AUTH #

01 APPROVED - THANK YOU 027

*Important - retain this copy for your records

SA #:
Account #:

Defense Construction Canada
350 Albert Street
Ottawa ONTARIO CANADA K1A 0K3

A0638607_18-000576

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s.19(1)

Defence Construction Canada
Construction de Défense Canada

Expense Report

Employee Name:		**Report N°:**	5963	***REIMBURSED - COMPLETE***	
Report Description:	Pre deployment medical	**Report Type:**	Billable	**Reimbursement Amount:**	$46.03
Payment Voucher N°:	657740	**Report End Date:**	2016-06-14	**Section 34 Authority:**	Fuller, Charles

Expense Report Detail

Expense Date	Expense Category	Expense Details	Province/ Territory	Qty	Rate	Expense Amount	Amount w/o Tax	Tax Amount	Reimbursement Amount	Cost Center	Receipt Label	Contract/Employee Number	Currency	Exch. Rate
2016-06-14	Disbursements	Pre deployment medica covered part of the expen	ON	1	46.030	$46.03	$40.73	$5.30	$46.03		1			

Totals:	$46.03 $40.73 $5.30 $46.03
Travel Advance:	$0.00
Total Non-Reimbursement Amount:	$0.00
Total Reimbursement Amount:	$46.03

Contract Summary

Contract Number	Amount w/o Tax	Tax Amount	Expense Amount
	$40.73	$5.30	$46.03

A0638608_1-000577

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s.19(1)

Invoice

Bill to:
Name of Patient
Address
Age
Patient Number

Date	Code	Description	Amount
June 14, 2016			**$ 90.00**
			$ 10.00
		* Paid only $53.97	
		* Balance to exp. claim: $46.03	
			$ 100.00
		Total	
		Visa	

Provider:
Provider#:

PAID JUN 14 2016

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s.19(1)

Defence Construction Canada
Construction de Défense Canada

Expense Report

Employee Name:		**Report N°:**	6110	***REIMBURSED - COMPLETE***	
Report Description:	Cloting for overseas deployment	**Report Type:**	Billable	**Reimbursement Amount:**	$160.84
Payment Voucher N°:	657745	**Report End Date:**	2016-06-30	**Section 34 Authority:**	Fuller, Charles

Expense Report Detail

Expense Date	Expense Category	Expense Details	Province/ Territory	Qty	Rate	Expense Amount	Amount w/o Tax	Tax Amount	Reimbursement Amount	Cost Center	Receipt Label	Contract/Employee Number	Currency	Exch. Rate
2016-06-30	Disbursements	Clothing for deployment: polo shirts and full brim hat	ON	1	160.840	$160.84	$142.35	$18.49	$160.84		1			

Totals:	$160.84	$142.35	$18.49	$160.84
Travel Advance:				$0.00
Total Non-Reimbursement Amount:				$0.00
Total Reimbursement Amount:				$160.84

Contract Summary

Contract Number	Amount w/o Tax	Tax Amount	Expense Amount
	$142.35	$18.49	$160.84

A0638608_3-000579

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s.19(1)

s.20(1)(b)

Mark's

Tran No: 568*02*20160630*213502
Store No: 568
Phone: (613)592-9578
HST#: 103531919
PST#:

SALE

OCT 07 2016

Cashier:
Associate:
Date: Jun 30, 2016
Time: 8:24 PM

WR HD1 PACKABLE COLOUR BLOCK JACKET
Graphite-
7A 410013831841
1 @ $19.88
Account Sale Discount -$1.99
$17.89 H

WIDE BRIM HAT, WR NYLON MESH CROWN
Khaki -
6C 410014484329
1 @ $34.99
Account Sale Discount -$3.50
$31.49 H

DW S/S EMBOSSED PERFORMANCE POLO
White -
2A 410013975774
1 @ $44.99
Account Sale Discount -$4.50
$40.49 H

DH S/S SLUB POLO
Cement Grey -
2A 41001415274?
1 @ $29.99
$29.99 H

DENVER HAYES BASIC PIQUE POLO
BEIGE - I
2A 40000b940?50
1 @ $24.99
Account Sale Discount -$2.50
$22.49 H

DENVER HAYES BASIC PIQUE POLO
GREY -
2A 400005940651
1 @ $24.99
MENS DH/DH3/WR/FW/RZ SHIRTS BOGO FREE -$24
.99
$0.00

Total Purchase		$142.35
ONFedHST	5.000%	$7.10
ONProvHST	8.000%	$11.39
Sub Total		$160.84
Rounding Value		$0.00
Total Amount Due		$160.84

Payments:

$160.84

SA #:
Account #:

Defense Construction Canada
350 Albert Street
Ottawa ONTARIO K1A 0K3

Employee Name:
PO #: COUPON

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s.16(2)(c)

s.21(1)(c)

s.21(1)(d)

Back

Overseas Deployments

Self Identification of Employees for Upcoming Overseas Deployments

Please note that employees that have previously applied for a position should re-affirm their interest using this new procedure.

A0638608_5-000581

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s.16(2)(c)

s.21(1)(c)

s.21(1)(d)

A0638608_6-000582

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s.16(2)(c)

s.21(1)(c)

s.21(1)(d)

A0638608_7-000583

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s.19(1)

Defence Construction Canada
Construction de Défense Canada

Expense Report

Employee Name:		**Report N°:**	6185	***REIMBURSED - COMPLETE***	
Report Description:	pre dyployment medical	**Report Type:**	Billable	**Reimbursement Amount:**	$46.03
Payment Voucher N°:	657751	**Report End Date:**	2016-07-05	**Section 34 Authority:**	Fuller, Charles

Expense Report Detail

Expense Date	Expense Category	Expense Details	Province/ Territory	Qty	Rate	Expense Amount	Amount w/o Tax	Tax Amount	Reimbursement Amount	Cost Center	Receipt Label	Contract/Employee Number	Currency	Exch. Rate
2016-07-04	Disbursements	pre deployment medical :over $53.97 only	ON	1	46.030	$46.03	$40.73	$5.30	$46.03		1			

Totals:	$46.03 $40.73 $5.30 $46.03
Travel Advance:	$0.00
Total Non-Reimbursement Amount:	$0.00
Total Reimbursement Amount:	$46.03

Contract Summary

Contract Number	Amount w/o Tax	Tax Amount	Expense Amount
	$40.73	$5.30	$46.03

A0638608_8-000584

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

Bill to:
Name of Patient
Address
Age
Patient Number

Date	Code	Description	Amount
July 4, 2016			$ 90.00
			$ 10.00
		Total	$ 100.00

Provider:
Provider#:

PAID
JUL 04 2016

s.21(1)(b)
s.21(1)(c)

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

DCC Prime Coordinates: Samantha Roeske, 613-949-5857(o), (613) 949-7924 (f), 180 Kent St 14th Floor Ottawa, ON K1P 0B6

Introduction. Report provides a summary of activities and deliverables over past month, identifies planned activities and target information for the upcoming month. Reports are submitted on the last Monday ***of each month to the SLA client with copies to key stakeholders and DCC Mgr NMP.***

Date: July31, 2016	**Project Title:] Support to CJOC Operation Impact**
DND Client: NDHQ, CJOC, LCol D. Hilton, LCol P. Dubé	**RO#:**
Past Month: July 2016	***Forecast for next month*** : August 2016
Tasks/Deliverables:	**Tasks/Deliverables:**
Administration:	**Administration:**

A0638608_10-000586

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.21(1)(b)

s.21(1)(c)

Date: July31, 2016	**Project Title:** · **Support to CJOC Operation Impact**
DND Client: NDHQ, CJOC, LCol D. Hilton, LCol P. Dubé	**RO#:**
Past Month: July 2016	***Forecast for next month*** : August 2016
Tasks/Deliverables:	**Tasks/Deliverables:**

A0638608_11-000587

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s.18(a)

s.18(b)

Defence Construction Canada
Construction de Défense Canada

(R2015-01)

SERVICE LEVEL ARRANGEMENT: Original

This Service Level Arrangement (SLA) is entered into pursuant to the guidelines, principles, and terms & Conditions set forth in the Department of National Defence (DND) and Defence Construction Canada (DCC) Joint Management Handbook for SLAs, which constitutes a part of this arrangement.

DND Project / Program Title:		DCC Support to CJOC - Operation Impact
Location of DCC Service Delivery:		Ottawa,
DND Organization / Unit:		Canadian Joint Operations Command (CJOC) JEngr
DND Primary Contact:		LCol Don Hilton
Contact Information:	Telephone:	(613)945-2908
	Fax:	(613)990-3417
	E-Mail:	Donald.Hilton@forces.gc.ca
	Address:	101 Colonel By Drive, Ottawa ON K1A 0K2

DCC Regional Office / HQ Division:		National Capital Region
DCC Site Office / HQ Directorate:		Major Programs
DCC Primary Contact:		Samantha Roeske
Contact Information:	Telephone:	(613)949-5857
	Fax:	( ) -
	E-Mail:	Samantha.Roeske@dcc-cdc.gc.ca
	Address:	180 Kent Street, 14th Floor, K1P 0B6

SLA INFORMATION:	
DCC SLA Reference Number:	
SLA Value:	
Service Delivery Start Date (yyyy/mm/dd):	2016 / 05 / 01
Service Delivery End Date (yyyy/mm/dd):	2017 / 03 / 31
DND Financial Coding:	
DCC Service Delivery Component(s):	Contracting, Contract Management, Project Management Support
DND Security Designation:	Reliability

SERVICE BILLING INFORMATION: +

Basis of Payment:	Resp. Site:	DND Funding Source:	R0 Description (Optional):	R0#:	R0 Value:
Time Based		O and M	DCC Support to CJOC - Op Impact		

Canada

A0638608_12-000588

s.19(1)

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CERTIFICATIONS AND SIGNATURES

The undersigned representatives of the Department of National Defence and Defence Construction Canada hereby certify that they are duly authorized representatives of their respective organizations and are delegated the necessary authorities pursuant to the Financial Administration Act to commit and expend resources in accordance with this Arrangement.

For the Department of National Defence

by: _____

COL K.C. HORLAN
Name & Rank

COMD CF RP OPS GP
Position

2016 06 21
Date (yyyy/mm/dd)

For Defence Construction Canada

by: _____ Digitally signed by Samantha Roeske DN: cn=Samantha Roeske, o=Defence Construction Canada - Site Manager, ou, email=Samantha.Roeske@dcc-cdc.gc.ca, c=CA Date: 2016.06.14 10:20:58 -04'00'
Signature

_____
Name

_____
Position

/ /
Date (yyyy/mm/dd)

Attachments

- ☒ Appendix 1: SLA Service Delivery Plan
- ☐ Appendix 2FF: SLA Basis and Terms of Payment – Fixed Fee
- ☒ Appendix 2TB: SLA Basis and Terms of Payment – Time Based
- ☒ Attachment Time, Travel & Disbursement Estimate
- ☐ Attachment
- ☐ Attachment

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s.21(1)(b)
s.16(2)(c)
s.21(1)(c)

(R2015-01)

APPENDIX 1 – SLA SERVICE DELIVERY PLAN

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s.16(2)(c)
s.21(1)(b)
s.21(1)(c)

APPENDIX 1 – SLA SERVICE DELIVERY PLAN

A0638608_15-000591

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s.21(1)(b)
s.16(2)(c)
s.21(1)(c)

APPENDIX 1 – SLA SERVICE DELIVERY PLAN

A0638608_16-000592

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s.21(1)(b)

s.16(2)(c)

s.21(1)(c)

APPENDIX 1 – SLA SERVICE DELIVERY PLAN

A0638608_17-000593

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s.18(a) s.21(1)(c)
s.18(b) s.21(1)(d)

(R2015-01)

APPENDIX 2TB – SLA BASIS AND TERMS OF PAYMENT – TIME BASED

SLA Amendments History	
Original SLA Value	$232,406.50
Net change by previous Amendments Values # to #	$
Net change by this Amendment Value	$
Total net change to-date	$
Revised value of SLA	$

SLA Expenditure History	
Previous Year(s) SLA Expenditure (PYE)	$
Expenditures To-Date (For this FY)	$
Forecasted Estimate to end of FY /	$
Forecasted Estimate to end of FY /	$

s - Travel	
s - Accommodation	
s - Annual Adjustments	
s - Other	
Total for Disbursements at Cost:	

Canada

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s.18(a)

s.18(b)

APPENDIX 2TB – SLA BASIS AND TERMS OF PAYMENT – TIME BASED

DCC Resource Forecast – Estimated Cost of Services

DCC Employee Level	DCC Charge-Out[1, 2, 3]	Estimated Hours	Estimated Fees	Disbursements	Total by Resource
Sr Mgmt					
11 - SR					
11 - RR					
11 - OT					
10 - SR					
10 - RR					
10 - OT					
9 - SR					
9 - RR					
9 - OT					
8 - SR					
8 - RR					
8 - OT					
7 - SR					
7 - RR					
7 - OT					
6 - SR					
6 - RR					
6 - OT					
5 - SR					
5 - RR					
5 - OT					
4 - SR					
4 - RR					
4 - OT					
3 - SR					
3 - RR					
3 - OT					
2 - SR					
2 - RR					
2 - OT					
1 - SR					
1 - RR					
1 - OT					
	SLA Total Value:				

Notes:
1 Applicable rates (SR) apply for employees at sites or offices where office accommodation is provided by DND.
2 Applicable rates (RR) apply for employees at sites or offices where office accommodation is provided by DCC.
3 Applicable rates (OT) are set to recover the additional costs associated with the overtime.

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s.18(a)
s.18(b)

Time Estimate

Position	Duty	Level	Estimated Pe	Hours	Rate	Total	Notes
Technical Specialist, Project Management							
Technical Specialist, Project Management							
Site Manager							
Team Leader, Program Management							
Regional Service Line Leader, Contract Services							
Coordinator, Contract Services							
Regional Director							
Administrative Assistant							
TOTAL							

Summary	
Time Estimate	
Travel & Disbursement Estimate	

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s.18(a)
s.18(b)

Travel & Disbursements

Position	Period	Allowance	Amount	Notes
Technical Specialist, Project Management (L8)				
Technical Specialist, Project Management (L9)				
TOTAL				

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s.19(1)

s.18(a)

s.21(1)(c)

s.16(2)(c)

7/22/2016 5:03:22 PM

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: Col R.T. Richie — Position and Title: CJOC J3

Phone: 613-945-2324 — Group/Division: **CJOC**

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize **DLCSPM 4** to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

This project will be led by ADM(MAT)/DGLEPM and funded by CJOC OFA.

TAa: Maj Charles Beaudoin 819-939-5717, and Maj Darryl Williams, (613) 410-6690

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The Receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding and Amounts

5. I certify that I have the required designated financial authority to sign this statement.

Col R.T. Ritchie — 25 Jul 16

Originator RC Manager Signature — Date

---

6. Receiving RC Manager Name: **LCol Francois Robichaud** Position and Title: **DLSCPM 4**
I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

7. I certify that I have the required designated financial authority to action this request. //

LCol Francois Robichau, DLCSMPM 4 — 26 Jul 16

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager. This SAF is valid for one fiscal year only. If the Originator RC Manager or Receiving RC Manager leaves the organization, an e-mail from the newly appointed Originator RC Manager or Receiving RC Manager to the other signing party is required to confirm that this SAF had been reviewed; responsibilities/accountabilities were agreed upon and accepted.

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est retenue en vertu des articles

13(1), 15(1), 21(1)(a)

of the Access to Information Act

de la Loi sur l'accès à l'information

Page 600

is withheld pursuant to sections

est retenue en vertu des articles

15(1), 17, 21(1)(a)

of the Access to Information Act

de la Loi sur l'accès à l'information

Page 601

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15(1), 17

of the Access to Information Act

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Page 602
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13(1), 15(1)

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Pages 603 to / à 604

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13(1), 15(1), 21(1)(a)

of the Access to Information Act

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Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

30000 (A/J4 Systems/417938)

22 November 2016

Assistant Deputy Minister (Materiel)

ARMOURED SPORT UTILITY VEHICLES FOR OPERATIONS

References: A. CJOC 30000 (A/J4 Systems/41745) 9 November 2016
B. CJOC Funded Minor Project CJOC 01/16 Rev A, Armoured Sport Utility Vehicle, 17 November 2016, RDIMS#417098 (enclosed)

1. This letter provides an update to the minor capital equipment (MCE) synopsis sheet (reference A) for the procurement of Armoured Sport Utility Vehicles (ASUV) in support of CJOC operations. The enclosed updated MCE is submitted in order to facilitate the amended procurement strategy being proposed by DGLEPM staff.

2. CJOC respectfully requests ADM (Mat)'s continued support with developing a solution that would allow the resolution of this capability deficiency. The requirement for mobility and force protection provided by ASUVs is indeed an urgent requirement as any delays increases the risk of capability gaps. Should you have any questions regarding this matter, please have your staff contact Brigadier-General Kerry Horlock, CJOC Chief of Staff Support at (613) 945-2266.

S.J. Bowes
Lieutenant-General

Enclosure: 1

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SIGNATURE PAGE

PROJECT APPROVAL IMPLEMENTATION OF A >$1M CJOC FUNDED MINOR PROJECT
CJOC 01/16 - REV A - ARMOURED SPORT UTILITY VEHICLE

Prepared by:

The Armoured Sport Utility Vehicle project is ready for Implementation. I have confirmed that matrix PM and Proc O support will be provided by Mr. Scotty Phillips, DSVPM 4-6 and Mr. M. Alain, Director Land Procurement 5-5-1.

Maj Y.M.B. Banville, A/CJOC J4 Systems, 613-949-3643 Signature 17/11/16 Date

Recommended by:

I recommend this minor project for approval.

LCol S.A, Dewar, A/CJOC J4, 613-949-3691 Signature 21/11/16 Date

Endorsed by:

I endorse the requirement for this minor project.

BGen K.W. Horlock, CJOC COS Sp, 613-971-7409 Signature 21 Nov 16 Date

Sponsored by:

I sponsor the Armoured Sport Utility Vehicle minor project at a substantive departmental cost estimate of $4,319,700 ($BY), excluding HST, the planned funding for which is allocated in the CJOC's Operations Fund Account. No new business pressures will result from this requirement.

LGen S.J. Bowes, Comd CJOC, 613-945-2299 Signature Date 22Nov16

Recommended by:

I recommend this minor project for approval. I confirmed that no National Procurement funds are required to support these vehicles, and that in-service support costs after warranty will be funded by CJOC operations and maintenance budgets. I also confirm that this minor project will be appropriately managed within the matrix.

BGen A.T. Benson, DGLEPM, 819-939-6501 Signature Date

Expenditure Authority:

Expenditure authority of $4,319,700 ($BY), plus $647,955 HST for a total cost of $4,967,655 ($BY).

Mr. P.T. Finn, ADM (Mat), 613-992-6622 Signature Date

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Original – CJOC/ Copies – DGLEPM, DLP

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Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-Op IMPACT (J3 ME RDIMS #418055)

23 November 2016

Distribution List

CJOC FRAG ORDER 001 TO
CJOC TASKING ORDER – OP IMPACT
BORDER SECURITY PROJECT RECONNAISSANCE
BUILD PARTNER CAPACITY IN JORDAN AND LEBANON

References: A. CJOC Tasking Order – Op IMPACT Border Security Project Reconnaissance Build Partner Capacity In Jordan and Lebanon, 31 August 2016
B. CDS Directive 002 – Op IMPACT, 29 February 2016
C. CJOC Operation Order 003 – Op IMPACT, 17 June 2016
D. CDS Frag O 002 to Op IMPACT Directive 002: CAF Partner Capacity Building in Jordan and Lebanon, 17 June 2016
E. CJOC Op IMPACT LoE4 CTAT Jordan OLR Report, 28 July 2016
F. CJOC Tasking Order – Op IMPACT Canadian Training Assessment Team, Build Partner Capacity in Jordan and Lebanon, 31 August 2016
G. CJOC Directives for International Operations 3000 Series, Chapter 15

SITUATION

1. Operational Reconnaissance (Op Recce) Objectives. At reference A, Commander CJOC authorized a recce from 31 August to 12 September 2016 to collect necessary information required to assess the conditions and scope of several potential Jordanian and road projects, as well as identify the requirements for a subsequent op recce. In order to move forward with project development, an additional op recce is required to be conducted in Jordan in order to:

a. Collect technical data on existing as identified by the Jordanian Armed Forces (JAF) as priorities for improvements in order to facilitate the production of the initial statements of work (SOWs);

b. Identify additional areas of concern at the which might benefit from future development via Canadian Armed Forces (CAF) led project(s); and

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Defence nationale

Canada

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c. Collect the information necessary for Comd CJOC to facilitate both project planning and decision making.

MISSION

2. CJOC will conduct a prioritized reconnaissance of in Jordan from 25 November to 16 December 2016 to inform and enable CAF-led capacity building projects to increase the JAF ability to defeat Daesh within their borders.

EXECUTION

3. Concept of Operations

a. Comd CJOC Intent. I intend to further define the technical requirements to enhance security in Jordan by developing JAF between Upon receipt of the technical requirements, CAF will be in a position to draft the project SOWs and facilitate project implementation.

b. Scheme of Manoeuvre. The engineer element of the recce team will assemble and conduct a period of training and equipment familiarization in Canada prior to deployment to Jordan. Once in theatre and under the control of Canadian Training Assistance Team-Jordan (CTAT-J), the recce team will collect all necessary engineer data to facilitate planning and decision making. Upon completion of the recce and the preparation of initial report that must be done in theatre, the recce team will redeploy.

c. Main Effort. The main effort will focus on the collection of the technical information required to develop SOWs in accordance with development priorities outlined by the JAF.

d. End State. The end state will be achieved once the SOWs have been produced to facilitate the execution of the CTAT-J projects.

4. Tasks. In addition to reference A:

a. CJOC

(1) Joint Task Force-Iraq (JTF-I) CTAT-J

(a) Provide recce team lead and other positions as required within resources; and

(b) Coordinate linguists through Canadian Embassy if JAF cannot provide.

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(2) Canadian Forces Joint Operational Support Group (CFJOSG). Conduct pre-deployment training for the engineer element of recce team.

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5. Coordinating Instructions. In addition to reference A:

a. Timings. The following dates and movements are conditions based and subject to change.

(1) 16 November 2016 – Coordination meeting for engineer (Engr) lead at CJOC (complete);

(2) 21 November 2016 – Engr component of recce team to assemble at 1 Engineer Support Unit (1 ESU), Kingston to conduct pre-deployment training (on-going);

(3) 24 November 2016 – Depart Canada;

(4) 25 November 2016 – Arrive in Amman, Jordan;

(5) No later than (NLT) 16 December 2016 – Redeployment to Canada; and

(6) NLT 23 January 2017 – SOWs delivered to CJOC J5 for transmission to Global Affairs Canada (GAC).

b. JAF Infrastructure Priorities. The JAF have identified the following improvements, in order of priority with additional details provided at Annex A:

(1) Solar power systems;

(2) Physical force protection measures to include HESCO bastion;

(3) and

(4) Portable accommodations.

c. Team Composition. All recce positions have been created in the Canadian Forces Taskings Plans and Operations (CFTPO).

d. Pre-deployment Individual Training. All personnel deploying from Canada for this recce shall meet the training standard requirements outlined in the Operation Visit Training Requirement Level 1 (OVTR 1) per reference G.

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e. Force Protection. In accordance with reference F.

f. Weapons and Ammunition. No change from reference F.

g. Rules of Engagement. No change from reference F.

SERVICE SUPPORT

6. Accommodations. Due to the size of the recce team, all personnel are anticipated to be housed in commercial accommodations. CTAT-J will arrange for suitable accommodations and coordinate access to a conference room in order to facilitate the consolidation of data post recce.

7. Feeding. Due to the length of time away from the hotel or suitable dining facilities, CTAT-J will be responsible to coordinate a suitable meal plan for the recce team in order to enable maximum time at each recce site. Takeaway breakfast and lunch should be considered and contracted from the hotel as required to meet timings with the JAF.

8. Travel. Economy class commercial airline (CAL) is authorized direct to Amman, Jordan. Excess baggage is authorized. All pre-deployment requirements will be coordinated through the Op IMPACT Primary Force Generation Cell at 14 Wing Greenwood. 1 ESU will coordinate travel to the airport of embarkation.

9. Ground Transportation. Rental vehicles and the loan of armoured sport utility vehicles (ASUV) will be coordinated through CTAT-J. All JTF-I standard operating procedures (SOPs) will be adhered to with respect to packet size, force protection posture and reporting.

10. Customs Clearance. Recce team will forward a list of any technical equipment to be shipped or to accompany the team into Jordan to CTAT-J NLT 16 November 2016 in order to engage with appropriate Jordanian military and civilian authorities to facilitate customs clearance. No visa is required; however, an official (green) passport is required for entry into Jordan.

11. Health Services Support (HSS). In accordance with reference F. An integral medic is embedded with recce team to provide immediate medical care; however, CTAT-J will identify the closest suitable medical facility for additional medical treatment if required. All deploying members shall be current in Military Standard First Aid.

12. Dress and Personal Protective Equipment (PPE). Civilian clothing will be worn throughout. CAF helmets and fragmentation protective vests are required for all tasks within the Jordan red zone - boundaries to be briefed by CTAT-J upon arrival. Authority for the reimbursement of reasonable expenses for appropriate civilian clothing has been requested. Instructions will be issued via separate correspondence.

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13. Communication and Information Systems. The following equipment is required to support the communications and information technology (IT) requirements:

a. Cell Phone – 4 (provided by CTAT-J);

b. Track 24 – 4 (1 to be provided by CTAT-J, CFJOSG to provide 3);

c. SAT Phone Secure – 2 (provided by CTAT-J);

d. Consolidated Secure Network Infrastructure (CSNI) Standalone computer with requirement to share info – 4 (1 ESU/Joint Signals Regiment (JSR));

e. Capability to send small unclassified data transfers (2.5 MB) to support survey – 1 (JSR);

f. Rocket stick – 2 (JSR); and

g. Secure printers – 1 (JSR).

14. Finance. In accordance with reference F. In-theatre support for this recce will be covered through the Op IMPACT financial structure. Any budget pressures should be identified to CJOC J8 through JTF-I.

15. Reporting. Daily reporting through JTF-I DSR.

COMMAND AND SIGNALS

16. Command and Control (C2). Recce will be under Operation Command (OPCOM) of the Comd JTF-I.

17. Signals. CTAT-J to develop a communications plans through JTF-I. Resource deficiencies to be identified as soon as possible.

18. Points of Contact

a. CJOC J3, Maj C. Quinlan, J3 Middle East 3, CSN 945-2634;

b. CJOC J5, Maj K. Platt, J5 Middle East 2, CSN 945-2513;

c. CJOC J Engr, Maj E. Tremblay, ESCC, CSN 993-6846;

d. JTF-I, Maj W. Jerrard, J35, CSN 353-2033;

e. CTAT-J, LCol H. Nelson, CTAT-J Lead, Commercial 613-797-5018;

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f. 1 ESU, Capt M. Bossé, Ops O, CSN 271-3019; and

g. Recce Team Engr Lead, Maj R. Gregg, OC 15 Engr Sqn, 1 ESU, CSN 271-7473.

19. Acknowledge Receipt. Action addressees are requested to acknowledge receipt via email to cficc@forces.gc.ca or +CFICC EXPED OWO@CJOC HQ@Ottawa-Hull (cficc.exped.owo-ccifc.exped.oquortops@forces.gc.ca).

S.J. Bowes
Lieutenant-General

Annexes:

Annex A – Engineer Recce Plan

Distribution List

Action

VCDS//DFL/CDA Jordan
Comd CA
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JTF-I//Comd/COS/J3
CJOC HQ//COS Ops/COS Sp/ COS Rdns/ J1/ J2 /J3 /J4 /J5 /J6 /J7 /J8 /J9 /JEngr / POLAD/LEGAD/PAO/PM/ JFACC LO /OIC CFICC
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Comd Op FOUNDATION

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Annex A
3350-Op IMPACT (JEngr, RDIMS #418055)
23 November 2016

ENGINEER RECONNAISSANCE PLAN
BORDER SECURITY PROJECT RECONNAISSANCE

References: A. CDIO 10000 Military Engineering
B. B-GL-361-012 Accommodations, Installations and Engineering Services
C. B-GJ-005-315/FP-000 Military Engineer Support to Canadian Forces Operations
D. B-GL-361-001 Land Force Engineer Operations
E. B-GJ-005-314/FP-000 CF Joint Force Protection Doctrine

SITUATION

1. No change.

MISSION

2. No change.

EXECUTION

3. Concept of Engineer Support. Centralized coordination of Engineer (Engr) efforts will be performed by CJOC JEngr Ops/Engineering Support Coordination Centre (ESCC).

a. Intent. I intend to conduct a thorough reconnaissance program of the Jordanian on the border with Syria between that will support the development and execution of the project delivery program. Activities will include a detailed recce of all locations as well as general recce of all positions. The data collected must be of sufficient detail to identify projects that will improve force protection, living conditions and enable the development of a statement of work (SOW) for a broad spectrum of potential projects without the need for subsequent ground reconnaissance.

b. Scheme of Manoeuvre. No change.

c. Main Effort. Engr recce of the named towers.

d. End State. The end state will be achieved once the Engr have produced a recommended project program and completed SOW for the Jordanian Armed Forces (JAF) priority improvements.

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4. Tasks

a. Joint Task Force-Iraq (JTF-I) CTAT-J. Support Engr and Op recce as required.

b. CJOC Joint Engineer (J Engr)

(1) In coordination with CJOC HQ J8, be prepared to (BPT) develop the Engineer Support Financial Plan (ESFP) if required;

(2) Provide geospatial Engr support; and

(3) Provide Engr intelligence and explosive ordnance disposal (EOD) reach-back support.

c. 1 Engineering Support Unit/Specialized Engineering Team (1 ESU SET)

(1) Produce a SOW for recce priorities at each location; and

(2) BPT produce subsequent SOW for living conditions or force protection projects at each location.

5. Coordinating Instructions

a. Recce Priorities

(1) Following components of named

(a) Solar power generation system;

(b) Defensive works;

(c)

(d) Portable accommodations; and

(e) Access for project implementation.

(2) Following components of intermediate positions:

(a) Defensive works;

(b) Portable accommodations; and

(c) Access for project implementation.

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(3) Border Force Protection (time permitting):

(a) Berm; and

(b) Fence.

b. Recce Details

(1) Solar Power Generating System. Any new system must not be tied into the existing system. The recce must identify the type and extent of the current system such that a contract could be let to remove the system if required. The demand/requirements of the proposed system must be defined by the recce as well as the proposed location of the various components (batteries, panels, etc) on the site. The system should be sized to accommodate all facilities outside of the main surveillance system of the facilities. Recommendations for a reduced amount of power should be made if deemed warranted based on cost or the effect of still improving quality of life by a reasonable amount. For example, if a facility has no power, a project to provide power for lights and some small ancillary products is adequate. Each power generation system must be sized for the existing requirements of the site. Each power system proposed must consider the subsequent demands should recommendations for the site also include a accommodations trailer, or other projects requiring power.

(2) Defensive Works. Recce should focus on locations where defensive works can be constructed to improve force protection. Potential options include, but are not limited to, HESCO Observation Point (OP), HESCO Elevated OP, OP, Elevated OP, fencing, berms, ditches, structure reinforcement, etc. Recommendations should be provided as to sites where the greatest potential for improvements exists. The intermediate positions offer a highly variable level of force protection standard ranging from minimal to none. are generally encompassed by perimeter fencing with reasonable line of site. As such, defensive work recommendations should be provided with consideration to the threat, terrain, and conditions on the ground such that they will facilitate the greatest overall improvement.

(3) must be adequate to conduct the task the JAF Border Guard Force intends to conduct. As such, the proposed use of the at each location must be determined and compared against terrain and equipment capabilities. must be solar powered. Key criteria that must be identified as a minimum include;

(a) Location(s)

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(b) Amount of intermittent vs continuous scan;

(c) Electrical demand

(d) Location for solar array;

(e) Location for

(f) Location for and

(g) Capacity of structure to accommodate weight of and components if applicable (model dependant).

(4) Portable Accommodations. The recce must recommend the priority locations for accommodation trailers. Information must be collected on the ability to transport material to location, confirm siting with JAF, site work requirements, impact to existing infrastructure (need to move infrastructure components), type of accommodations, and electrical supply plan.

(5) Site Access. The recce must ensure that the access to each site is adequate to accommodate the construction traffic required to achieve each potential project. If access is highly restricted to a site, this fact should be noted as well as what projects would be eliminated due to the restriction.

(6) Border Force Protection. Areas where the border security could be improved could be reconnoitred if time permits. Recommendations should be focused on areas where the berm could be easily improved, moved to improve visibility, or constructed properly to prevent breaching. Where limitations to moving or improving the berm exist, recommendations of how to improve border force protection through reduction of dismounted and mounted mobility should be made.

c. Engr Equipment

(1) GPS with data download capability;

(2) Hand auger; and

(3) Camera.

d. Engr Intelligence. CJOC J Engr will push Engr intelligence and provide reach back support.

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s.15(1)

e. Geospatial Engineering. Geospatial engineering support is available through CJOC HQ as reach back support. Resolution imagery has been ordered for the road alignment between

f. Environmental Protection (EP). All operations must be planned and conducted with appropriate consideration of their impact on the environment. While the primacy of operations will remain as the operational focus, proper planning and execution of EP measures will demonstrate due diligence and result in resource, security, and financial benefits to the operation. The key to success is a detailed environmental risk assessment to identify areas of potential risk to the operation.

g. Reach Back Support. Throughout the recce, CJOC JEngr will provide Engr reach back support on request from the Engr lead. Reach back support includes specialized Engr support from subject matter experts (SMEs) at CJOC JEngr, Canadian Forces Joint Operational Support Group (CFJOSG), Assistant Deputy Minister (Infrastructure and Environment) (ADM(IE)), Canadian Forces Fire Marshal (CFFM), Defence Research and Development Canada (DRDC), Defence Construction Canada (DCC), Canadian Forces Intelligence Group (CF INT Gp) and could be outsourced as required. Requests for reach back support shall be sent to CJOC JEngr Ops/ESCC.

SERVICE SUPPORT

6. Contracting. Reach back support is available through JTF-I TF Engr (DCC rep) or CJOC J4 Contracts.

7. Host Nation Support (HNS). HNS should be leveraged to reduce the required efforts of military Engr and the deployment of national capabilities. HNS can provide access to Engr resources, equipment, and contracted support. Developing an understanding of HNS capabilities that are available is a key consideration.

COMMAND AND SIGNALS

8. Command and Control. CJOC JEngr will provide operational level advice, support and coordination to those Engr recces. The CJOC JEngr is the technical authority for all CJOC military engineering matters.

9. Signals. The Engr lead will report through component commands to CJOC on Engr technical issue IAW reference A.

10. Points of Contact

a. CJOC JEngr Ops/ESCC, Maj É. Tremblay, 613-945-2374;

b. CJOC JEngr ESCC 2, Capt A.D. Selley, 613-993-4296; and

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s.15(1) c. CJOC JEngr EOD & Engr Int2, Maj T.W. MacLeod, 613-945-2149.

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Pages 619 to / à 620
are withheld pursuant to sections
sont retenues en vertu des articles

15(1), 21(1)(a)

of the Access to Information Act
de la Loi sur l'accès à l'information

Pages 621 to / à 624
are withheld pursuant to sections
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13(1), 15(1), 23

of the Access to Information Act
de la Loi sur l'accès à l'information

Page 625

is withheld pursuant to section

est retenue en vertu de l'article

15(1)

of the Access to Information Act

de la Loi sur l'accès à l'information

Pages 626 to / à 628
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13(1), 15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Pages 629 to / à 630

are withheld pursuant to section

sont retenues en vertu de l'article

15(1)

of the Access to Information Act

de la Loi sur l'accès à l'information

Pages 631 to / à 632
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13(1), 15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

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15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Page 634
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13(1), 15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Page 635

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est retenue en vertu de l'article

13(1)

of the Access to Information Act

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Page 636

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15(1), 21(1)(a)

of the Access to Information Act

de la Loi sur l'accès à l'information

Pages 637 to / à 640
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15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Page 641
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13(1), 15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Page 642

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15(1), 21(1)(a)

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de la Loi sur l'accès à l'information

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Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

7000-1 (J8 Ops RDIMS #413522)

12 December 2016

DFA

REQUEST FOR A DEPARTMENTAL BANK
ACCOUNT OPERATION IMPACT – CANADIAN
TRAINING ASSESSMENT TEAM (CTAT) LEBANON – CJOC

1. Operation IMPACT – CTAT LEBANON in Beirut is part of the Government of Canada's (GC) contribution to the Middle East Stabilization Force (MESF) – the multinational coalition to counter Daesh. CTAT LEBANON consists of approximately nine Canadian Armed Forces (CAF) personnel who are performing liaison and staff functions with the Lebanese Armed Forces.

2. Authority is requested to establish a Departmental Bank Account for Op IMPACT – CTAT LEBANON on behalf of the Department of National Defence. The account will be held in USD and will maintain an average balance equivalent to $30K CAD. The account holder will be the Task Force Logistics Officer and details of the bank and branch are as follows:

Bank of Audi
Verdun 2000 Center, Rashid Karameh Avenue
Beirut Lebanon
Tel: (01) 805805

3. The bank account will be used for the following:

a. earned pay and allowances;
b. earned pay for local employees;
c. reimbursement of travel expenses;
d. reimbursement of expenditures made from petty cash advances;
e. supplies and services acquired under local purchases authority; and
f. transfer of funds from Canada.

National Defence Défense nationale

Canada

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4. Questions may be directed to LCdr I.A. Bye, CJOC J8 Operations Officer at 613-945-2325.

R.B. Creighton
Captain (Navy)
Comptroller

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Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

7000-1 (J8 Ops RDIMS #413523)

12 December 2016

DFA

REQUEST FOR A DEPARTMENTAL BANK
ACCOUNT OPERATION IMPACT – CANADIAN
TRAINING ASSESSMENT TEAM (CTAT) JORDAN – CJOC

1. Operation IMPACT – CTAT JORDAN in Amman is part of the Government of Canada's (GC) contribution to the Middle East Stabilization Force (MESF) – the multinational coalition to counter Daesh. CTAT JORDAN consists of approximately nine Canadian Armed Forces (CAF) personnel who are performing liaison and staff functions with the Jordanian Armed Forces.

2. Authority is requested to establish a Departmental Bank Account for Op IMPACT – CTAT JORDAN on behalf of the Department of National Defence. The account will be held in USD and will maintain an average balance equivalent to $30K CAD. The account holder will be the Task Force Logistics Officer and details of the bank and branch are as follows:

Citibank, N.A. Jordan
27 Cairo Street
Abdoun, Amman
Jordan
Tel: +962 6 592 5920

3. The bank account will be used for the following:

a. earned pay and allowances;
b. earned pay for local employees;
c. reimbursement of travel expenses;
d. reimbursement of expenditures made from petty cash advances;
e. supplies and services acquired under local purchases authority; and
f. transfer of funds from Canada.

National Defence Défense nationale

Canada

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4. Questions may be directed to LCdr I.A. Bye, CJOC J8 Operations Officer at 613-945-2325.

R.B. Creighton
Captain (Navy)
Comptroller

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Canadian Forces Task Plans & Operations (CFTPO)

Planification et Opérations des Tâches des Forces Canadiennes

Task Authority - Autorisation de la Tâche

Section / Organization **Printed - Imprimé le: 2016-12-10**

OP IMPACT (LOE 3) - 3/JTF-I/HQ/J8 (6858/180499 / 0140)

Location ALI AL SALEM AIR BASE, KUWAIT

Position Requirements / Besoins du Poste - 404233R

Position Desc / Desc de la Posn:	FIN NCO
Low Rank/Grade minimum:	Sgt
High Rank/Grade maximum:	WO
Component/Composante:	Regular Force
Security/Securité:	Secret
MOS/SGPM:	FSA (00376)
Gender/Sexe:	
Start Date/Date de Début:	19-NOV-2016
Trg Start Date/Date d'entrainement:	
End Date/Date de fin:	20-FEB-2017
Suggested Source/Assign Sug.:	RCN/MARLANT/ PO1 LAFITTE
Fin Code/Code fin.:	DEPLOY & REDEPLOY COSTS FIN CODE: FC FUND C 3L PRE- & POST-DEPLOY EXPENSES: COST CAPTURED BY FGS UNDER FUND C190. LINK ALL IO TO IO GROUP IMPACTLOO3
Contact:	MAJ J VAN DYK, CJOC J3/ 613-945-2364/ jason.vandyk@forces.gc.ca
Languages (E/F)/Langues (A/F):	---/---
Assignment Type/Type d'affectation:	Attached Posting/Affectation temporaire

Nominee/Nomination - K61279065

Surname/Nom:	Lafitte
Initials/Initiales:	TT
Rank/Grade:	PO 1
Gender/Sexe:	Male
Component/Composante:	Reg F
Security/Securité:	Secret
MOS/SGPM:	Finance Services - Administrator (00376-01)
Start Date/Date de début:	19-NOV-2016
End Date/Date de fin:	20-FEB-2017
Dag Date/Date du VAD:	
Unit/Unité:	MARLANT HQ
HRMS Home Posn:	55490

MCS

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Position 404233R

Joining Instructions / Instructions de ralliement

Coordinating Instructions / Instructions de coordination

ALL PERS TRAVELLING ON CAL ARE TO LIMIT IDENTIFYING INFORMATION ON LUGGAGE TAGS TO NAME ONLY. TAGS SHOULD AVOID IDENTIFYING MEMBERS HOME OR DEPLOYED UNIT /SECTION.

Detailed Mounting/Admin Instructions can be found at the following link:

http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=17919

Remarks / Remarques

POSITION END DATE AMENDED AS PER EMAIL CAPT LANGLOIS, CJOC J3 TO&E, D/26 OCT 16.

ALL MBRS OF OP IMPACT WILL BE CONSIDERED TO BE AT THEIR PLACE OF DUTY UPON ARRIVAL INTO THE JOA WHEN RSOM IS CONDUCTED, as per email Capt Langlois, CJOC J3 TO&E, D/16 Sep 16.

POSITION START DATE AS PER MESSAGE JTFSC 499/16 150626Z AUG 16.

POSITION START DATE AS PER MESSAGE JTFSC 467/16 051053Z AUG 16.

POSITION END DATE AMENDED AS PER EMAIL CAPT LANGLOIS, CJOC J3 TO&E, D/4 JUL 16.

POSITION DATES AMENDED AS PER EMAIL CAPT LANGLOIS, CJCO J3 TO&E, D/1 MAR 16.

MEMBERS ARE TO DEPLOY WITH 2X CBRN CANISTERS

POSN REQUIRES

Knowledge and experiences with DRMIS, cashier operations, claims, credit cards , contracts and invoices

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CJOC OPERATIONAL SUPPORT TASK REQUEST FORM

Title:	**SAV/TAV/REC 17-XXX – OP IMPACT & OS HUB KUWAIT CCI**
Force Employer:	CJOC
Location:	
Timeframe: *Note: Time required on the ground in theatre exclusive of travel. If the request is urgent, please annotate 'URGENT' and include a short paragraph to justify.*	05 Mar to 11 Mar 2017
TO&E: Note: *Number of Pers at a minimum. TO&E is draft until approved by CJOC.*	**6 Position(s) required.** 1. 6 X per total required. TD less than 14 days. 2. THREE (3) X CJOC J8, 2 X CAF, 1 X CIV 3. TWO (2) X CJOC J1, 2 X CAF 4. ONE (1) X CA G8, 1 X CAF **Assignment Status**: (TD for less than 14 days, or SAV, and Attach Posted for 14 or more days). Ref: CDIO 1000 1.2-9 Deployment Status - General
Situation: *Note: Present the" who, what, where, when and why" in paragraph form.*	Command Comptroller Inspection (CCI) is reqr for proper fin oversight during each rotation of Op IMPACT and OS HUB KUWAIT. A four-member CCI team will be sufficient to conduct the CCI with J1 assistance.
Mission: *Note: What action is required?*	CJOC J8 staff will carry-out a physical financial inspection and CJOC J1 will carry out pay/records inspection.
Concept of Ops: *Note: The "how". Identify scheme of manoeuvre and tasks that will be completed.*	J8 team will undertake extensive verifications of claims, fin mgt, contracting, hospitality, purchasing, cash disbursements, standing advances, NPF and security measures. The J1 will inspect pay and records and assist the J8 where required. CJOC J8 team, the J1 team and the next Op IMPACT CHAFFO will depart Canada on or around 3rd of Mar, arriving in the Kuwait on the 5th. The inspection will take place between 05 and 11 Mar in both Kuwait and Erbil with a return to Ottawa on or around the 13th Mar.
Assistance required: *Note: If known, identify the manpower, special tooling, and workspace required.*	The CClk, J8, CHAFFO, Contract O, Cashier, Standing Advance Holder, LPO Clks, Acquisition Card Holders and PSP rep will need to be avail for much of the visit. Workspace reqr is intermittent access to a computer.
Materiel required to be shipped: *Note: List of materiel to be shipped must be identified to J4 Mov Ops NLT 30 days before departure.*	All reqr material will be hand-carried.
Travel: *Note: National or International travel. Include Visa requirements/Official Travel contact if needed.*	**International travel approved.** If a visa must be requested, It is recommended that a minimum of 25 calendar days be used as a planning figure to get a visa. If the individual only has a blue passport, add an additional 7 calendar

OSTR Revised 7 Mar 16, J3 Visits Sharepoint

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CJOC OPERATIONAL SUPPORT TASK REQUEST FORM

Title:	**SAV/TAV/REC 17-XXX – OP IMPACT & OS HUB KUWAIT CCI**
	days to the processing time to procure a Green Passport. All applications MUST go through the Official Travel Office., as only the Official Travel Office is allowed to contact the Embassy. The Official Travel Office business hours are Mon to Fri 0830 to 1630 EST. Contact info is as follows: • Telephone: 819-994-3550 or 819-956-8772; • Fax: 819-997-1255; and • Email: official_travel@pptc.gc.ca.
Service Flight Verification: *Note: If it is not possible to align TAV with available SF, substantiation is required.*	SF or Economy CAL approved, excess baggage permitted. Movements Operations Airflow Forecast National Passenger Service Centre (NPSC): 1-800-823-3857 (During Business Hours) or 1-800-487-1186 (After Hours). SF should be the primary means of travel. If SF not available, Only ECONOMY CAL will be approved for CJOC TAV's, SAV's, and RECCE's. Business Class is not approved for military members, regardless of the duration of the flight. Costs to change flights booked by units incorrectly will be assumed by the unit, vice CJOC/OFA. Flight requests for all CJOC funded TAV's, SAV's and RECCE's shall be forwarded to the CJOC J3 AA, Lynn Frenette at Lynn.frenette@forces.gc.ca for approval prior to booking (not for booking of flights), cc J3 Mission Desk O. For Op IMPACT only, flight requests for all CJOC funded TAV's, SAV's and RECCE's shall be forwarded to the Primary Force Generation cell at +8WG PFG Cell OP Impact@CFB Trenton@Trenton +8WG PFG Cell OP Impact@CFB Trenton@Trenton, cc Lynn Frenette, CJOC J3 AA.
CFTPO Task Requirement: *Suggested Source is proposed Force Generator for position.* NOTE: Any civilian DND employee being considered or nominated for a tasking or deployment in support of CAF international operations shall **immediately** contact Ms Chantal.Randell@forces.gc.ca, Strategic HR Advisor (Civ in Ops SME) or Mr Robert.Ford3@forces.gc.ca, Foreign Service Program Officer within ADM(HR-Civ) for MFSI and pre-deployment information in order to ensure all requirements are met **prior to deployment**. (Action addressee on the message will be: ZEN/ADM(HR CIV)//CJOC STRAT HR ADVISOR//).	

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CJOC OPERATIONAL SUPPORT TASK REQUEST FORM

Title:	**SAV/TAV/REC 17-XXX – OP IMPACT & OS HUB KUWAIT CCI**

Posn Description	Low Rank	High Rank	Trade	Special Qual	Component	Start	End	Language	Suggested Source
CCI Lead	Civ		FI-02		EITHER	05 Mar 17	11 Mar 17	EITHER	CJOC HQ Neville S.L.
CCI Coord	Capt	Maj	328-03	AIHM	EITHER	05 Mar 17	11 Mar 17	EITHER	CJOC HQ/ Capt Kostylova A.
CCI Coord	Sgt	WO	376		EITHER	05 Mar 17	11 Mar 17	EITHER	CJOC HQ/ WO Bourdeau D.J.M.
J1	Capt	Maj	184		EITHER	05 Mar 17	11 Mar 17	EITHER	CJOC HQ/ Maj Riffou C.
J1	MWO	CWO	375		EITHER	05 Mar 17	11 Mar 17	EITHER	CJOC HQ/ MWO Jalbert M.D.D.
CCI Coord	Capt	Maj	328-03	AIHM	EITHER	05 Mar 17	11 Mar 17	EITHER	CA 41 CBG HQ/ Capt Anstey M.K.

Financial: *Note: Include fin coding. Fin coding to be included in the Tasking Order as well.*	Pre-deployment, mounting and post-deployment expenditures are to be captured by force generators within their own fin structure, against fund C190. Reimbursement of incremental expenditures may be sought through the Operations Funding Account - Support (OFA-S). Force employment costs including deployment and redeployment costs to/from the Area of Operations (AO) are to be charged to: Op IMPACT, FC 0150D3, CC 0150C3CF, FUND C190, IO 3701036 and G/L 2218 (or as applicable). The high end estimate for this SAV is $27,100, but may be lower depending on flight availability. Flts – $23,400; Meals & Inc – $3,450.00; Accom - $250.00
Impact Statement: *Note: How is this TAV mission critical? What Ops will fail or what tasks will not be completed should this TAV not be supported?*	The CCI is an annual reqr under the Financial Administration Act (FAA), and as per Financial Administration Manual (FAM) Ch 7 para 26, but in practice, in order to maintain clear lines of responsibility and accountability, this inspection should take place at least once per rotation. CDIO 3000 section 15 clarifies that CJOC J8 is responsible for these inspections for all deployed ops. This roto has not yet been inspected and the Hub was done Jan 16. Should the CCI be denied, CJOC J8 would not be meeting his responsibilities as Command Comptroller for all CJOC missions, risking non-compliance with FAA.
Remarks:	1. Trg Standard: **CJOC OV/TR Level 1 (CDIO 3000 series Section 15 Annex D)** http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=14477 and Individual Training Instructions: http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=16941; 2. TAV Joining Instrs found at: http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=14810; 3. CJOC POC ***Required***; and 4. Task Force POC. ***Required*.** **For OP IMPACT** 1. The Lead Mounting Unit for all TAVS/SAVS to Op IMPACT is 8Wing. Mbr's home unit must contact the Primary Force Generation cell at 8WGPFGCellOPImpact@intern.mil.ca to coordinate pre-deployment administration. This should be done as soon as possible upon nomination; 2. Trg Standard: CJOC OV/TR Level 1 (CDIO 3000 series Section 15 Annex D) HTTP://CJOC-COIC.MIL.CA/SITES/INTRANET-ENG.ASPX?PAGE=14477; 3. Op IMPACT Joining Instrs found at: http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=17919;

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CJOC OPERATIONAL SUPPORT TASK REQUEST FORM

Title:	**SAV/TAV/REC 17-XXX – OP IMPACT & OS HUB KUWAIT CCI**
	4. All SAV/TAV members must bring their PPE with them to theatre as per the JI's; and 5. Only ECONOMY CAL will be approved for CJOC TAV's, SAV's, and RECCE's. Business Class is not approved for military members, regardless of the duration of the flight. Costs to change flights booked by units incorrectly will be assumed by the unit, vice CJOC/OFA. For Op IMPACT only, Flight requests for all CJOC funded TAV's, SAV's and RECCE's shall be forwarded to the Primary Force Generation cell at 8WGPFGCellOPImpact@intern.mil.ca cc Lynn Frenette, CJOC J3 AA. All TAV positions require as a minimum, the security level of the position the TAV member is replacing. It is the responsibility of the unit generating TAV pers to ensure the member has the appropriate security clearance.

CJOC Staff Only (Desk O completes)
Comments: (indicates which staff have been liaised with regarding this TAV request including force generators, TF Mission staff, other stakeholders): Must have TF Comd approval to proceed.

Submitted by: Date:

TF Mission Staff Only
Comments: TF Comd approves this request and TF able to support.

Submitted by: ***Required*** Date:
Unit OPI: ***Required***

CJOC J3 SAV/TAV
Comments: TAV supported by all stakeholders.

Reviewed by: Maj M.J. Mitchell, J3 SAV/TAV Date:
TAV#: 16-XXX
CDIO 3000 Section 15 - Visits

Authorized by: RAdm J.R. Auchterlonie, A/COMD CJOC *Date*

Authorized by: BGen J.B. Ploughman, A/COMD CJOC *Date*

Authorized by: LGen S.J. Bowes, COMD CJOC *Date*

OSTR Revised 7 Mar 16, J3 Visits Sharepoint

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MC3R1_DRAFT:
REFILE:N
TYPE:FREEFORM
ACTION:R
INFO:R
DTG:2016/12/13 15:44:00
ZPW:
CLASSIFICATION:PROTECTEDA
ORIG_NO:CJOC
INSTRUCTIONS:
CAVEAT:
MINMIZE:
SICS:
ADDRESSES:
ADDR_PROSIGN:FM
ADDR_PLA:CJOC HQ OTTAWA
ADDR_FD:
ADDR_ZEN:N
ADDR_PROSIGN:TO
ADDR_PLA:CJOC HQ OTTAWA
ADDR_FD:J1/J3 PERS MANNING/J3 MIDDLE EAST
ADDR_ZEN:Y
ADDR_PROSIGN:TO
ADDR_PLA:/OPS O/
ADDR_FD:
ADDR_ZEN:N
ADDR_PROSIGN:INFO
ADDR_PLA:CJOC HQ OTTAWA
ADDR_FD:COS OPS/COS SP/J3/J3 SP/J3 MIDDLE EAST
ADDR_ZEN:Y
ADDR_PROSIGN:INFO
ADDR_PLA:CFICC OTTAWA/
ADDR_FD:
ADDR_ZEN:N
END_ADDRESSES:
FILE_NO:3350-OP IMPACT
DIST_:
EDITOR_:
DRAFTER_:S.L. NEVILLE, CJOC J8 LONG TERM POLICY/PLANNING, 613-945-2135
RELEASER_:M.J. MITCHELL, MAJ, CJOC J3 SAV/TAV, 613-990-3983
EXOP:
EXOP_NAME:
BILINGUAL_LINE:
SUBJECT:TAV 17-XXX - OP IMPACT/OS HUB KUWAIT- CCI - 05-11 MAR 17
BODY_TEXT:
REFS: A. CDIO 1000 SERIES, SECTION 2 (HTTP://CJOC-COIC.MIL.CA/SITES/INTRANET-ENG.ASPX?PAGE(EQUALS SIGN)14477)
B.CANFORGEN 082/07 - PERSTEMPO POLICY FOR CF INTERNATIONAL OPERATIONS
C.CDIO 3000 SERIES, SECTION 15, ANNEX D (HTTP://CJOC-COIC.MIL.CA/SITES/INTRANET-ENG.ASPX?PAGE(EQUALS SIGN)14477)

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D. FAM CH 7 PARA 26
E. JTF-I JOINING INSTRUCTIONS (HTTP://CJOC-COIC.MIL.CA/SITES/INTRANET-ENG.ASPX?PAGE(EQUALS) 17919)
1. SITUATION. 1 X LOG 0 FIN STAFF, 1X FSA CLK, 1X HRA CLK, 1X J8 CIV
1 X J1 AND 1X CA G8 IS REQD TO CONDUCT AN INSPECTION OF OP IMPACT COMD FACILITIES AND OS HUB IN KUWAIT.
2. MSN. CJOC WILL DEPLOY A CCI SAV TO CONDUCT AN INSPECTION OF OP IMPACT FACILITIES AND OS HUB KUWAIT AS PER REFS A AND B
3. EXECUTION
3.A. CONCEPT OF OPS. 6X CCI MBRS WILL TRAVEL VIA SF OR ECONOMY CAL TO
ARR KUWAIT 05 MAR 17. 3 X MBRS TO SPEND 7 DAYS ON SITE AND 3 X MBRS
TO SPEND CNCURRENT 2 DAYS IN ERBIL TO CONDUCT INSPECTION. INSPECTION
IS TO BE COMPLETED NLT 11 MAR 17. RATIONS AND QUARTERS WILL BE PROVIDED ON SITE WITH ROTO. MBRS TO ADVISE OP IMPACT POC AND ON TVL
TIMES AND COORD TRANSPORT.
3.B. TASKS
3.B.(1) CJOC HQ
3.B.(1)(A) J3
3.B.(1)(A)(I) CREATE TAV POSN IN CFTPO THROUGH J3 PERS MANNING
3.B.(1)(B) J3 ME
3.B.(1)(B)(I) MONITOR FORCE GENERATION OF TAV
3.B.(1)(B)(II) PROVIDE LN AND RELAY APPLIC TASKS CONTAINED IN THIS
ORDER TO OP IMPACT VIA EMAIL OR TELEPHONE
3.B.(1)(B)(III) CONFIRM DEPL ADMIN REQRS WITH OP IMPACT AND AND RELAY
ADV INSTRS TO TAV MBRS AS NEC
3.B.(1)(B)(IV) ENSURE CONTACT INFORMATION FOR CCI MBRS IS RECEIVED BY
CFICC PRIOR TO DEPARTURE
3.B.(1)(B)(V) MONITOR EXECUTION OF CCI TAV AND ASSIST IN RESOLVING
ANY TECHNICAL ISSUES THAT ARISE
3.B.(3) COMMANDER OP IMPACT
3.B.(3)(A) COORD WITH CJOC CJOC J3 MIDDLE EAST AND CJOC J8 TO CFM DETAILS OF CCI
3.B.(3)(B) COORD R AND Q FOR CCI MBRS
3.B.(3)(C) PROVIDE CCI OPI
3.B.(3)(D) SP CCI AS NEC. THIS IS TO INCL COORDINATING ACCESS TO FACILITIES AT OP IMPACT, OS HUB AND ERBIL LOC IF NEC, MONITOR EXECUTION OF CCI, AND PROVIDE FUNCTIONAL REACHBACK
3.C. COORD INSTR
3.C.(1) CCI MBRS TO CONTACT OP IMPACT COMD TO CONFIRM ADMIN REQRS PRIOR TO DEPL
3.C.(2) FORCE GENERATOR IS REMINDED OF THE REQR TO HAVE A PLAN IN PLACE FOR NEXT OF KIN (NOK) NOTIFICATION IN THE EVENT OF DEATH OR INJURY AND THE ASSOCIATED REAR PARTY SP

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3.C.(3) TIMINGS
3.C.(3)(A) THE SEVEN DAY CCI WILL UNFOLD AT OP IMPACT AND ERBIL ON 05
MAR 17 AND IS TO BE COMPLETED NLT 11 MAR 17.
3.C.(3)(B) TWO (2) TVL DAYS ARE REQD TO DEPLOY TO OP IMPACT AND TWO
(2) DAYS ARE REQD TO REDEPLOY.
3.C.(4) WAIVERS
3.C.(4)(A) TIME BETWEEN OP DEPL (365 DAY WAIVERS). IAW REF C AND REF
B PARA 1.2-7 FORCE GENERATORS ARE RESP TO MONITOR AND APPROVE AS REQR. APPROVED WAIVERS ARE TO BE ENTERED INTO HUMAN RESOURCE MANAGEMENT SYSTEM (HRMS)
3.C.(4)(B) TRG EXEMPTIONS. ANY TRG EXEMPTIONS MUST BE PROCESSED THROUGH CHAIN OF COMMAND TO CJOC J3 FOR APPROVAL
3.C.(5) DRESS
3.C.(5)(A) THE DRESS FOR OP IMPACR SAVS IS ARID CADPAT AS PER THE JOINING INSTRUCTIONS. CIVILIAN CTOTHES ON OR OFF DUTY, MILITARY AND
CIVILIAN PERS SHALL EXERCISE DISCRETION AND GOOD TASTE IN THEIR CHOICE OF APPAREL
4. SERVICE SP
4.A. MOV
4.A.(1) TRAVEL DETAILS. TRAVEL DETAILS. SERVICE FLIGHTS WILL BE USED
TO AND FROM THEATRE. IF NO SF IS AVAILABLE WITHIN A REASONABLE TIME
FRAME ECONOMY CAL WILL BE APPROVED, EXCESS BAGGAGE PERMITTED. REQ FOR
FLT BOOKINGS MUST BE COMPLETED THROUGH THE LEAD MOUNTING UNIT. ADVANCE SUBMISSION FOR A KWT VISA IS NOT REQR FOR CAF MBRS OR CIV DND
MBRS. MIL/CI ID CARD IS REQR FOR ENTRY INTO KWT.
4.A.(2) TO ENSURE THAT MBR IS MET AT THE AIRPORT IN KWT UPON ARRIVAL,
THE MOUNTING UNIT WILL PASS ETA INFO AND FLT NUMBER TO
JTFSC AS PER STANDARD FORMAT PROVIDED IN REF E.
4.B. RATIONS AND QUARTERS (R AND Q). COORD BY OP IMPACT.
4.C. MEDICAL. FORCE GENERATOR WILL ENSURE CCI MBRS ARE MED/DENT FIT
4.D. TRAVEL DOCS. CCI MBRS TO TRAVEL WITH GREEN PASSPORT, MILITARY
ID, TD CLAIM, IMMUNIZATION BOOKLET, AND BLUE CROSS CARD
4.E. FINANCE
4.E.(1) PRE-DEPLOYMENT, MOUNTING AND POST-DEPL EXPENDITURES ARE TO BE
CAPTURED BY FORCE GENERATORS WITHIN THEIR OWN FIN STRUCTURE. REIMBURSEMENT OF INCREMENTAL EXPENDITURES MAY BE SOUGHT THROUGH OPERATIONS FUNDING ACCOUNT - SUPPORT (OFA-S). FORCE EMPLOYMENT COSTS
INCLUDING DEPL AND REDEPL COSTS TO AND FROM THE JOA ARE TO BE CHARGED

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TO OP IMPACT FC 0150D3, CC 0150C3, FUND C190, IO 3701036 AND G/L 2218
(OR AS APPROPRIATE)
5. COMMAND AND SIGNALS
5.A. CCI MBRS OPCOM TO COMD CJOC AND OPCON COMD JTF-I WHILE IN OP IMPACT JOA
5.B. POINTS OF CONTACT
5.B.(1) CJOC HQ
5.B.(1)(A) J3 MIDDLE EAST-3, MAJ ROBBLEE, 613-998-3753
5.B.(1)(B) J3 TO AND E 1, CAPT LANGLOIS, 613-998-3788
5.B.(1)(B) J3 SAV/TAV, MAJ MITCHELL, 613-998-3751
5.B.(1)(C) J8 MAJ BERSCHEID-KING, 613-990-4061
5.B.(2) OP IMPACT.
5.B.(3) LEAD MOUNTING UNIT - 14 WING
5.B.(3)(A) POSITIONAL ACCOUNT (PLUS)W14 PFG CELL OP IMPACT(AT) INTERN.MIL.CA
5.C. DIRLAUTH

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
SECTION A – COMPTROLLERSHIP			
J8-A1	**FINANCIAL MANAGEMENT**		
J8-A1.1	Evaluate the budget process and verify that control measures are in place to manage and monitor the Business Plan. Minimum info that should be recorded are initial and current allocations, actuals, earmarked funds, projected costs to YE, estimated YE posn, and estimated surplus or deficit. Review last quarterly budget report. Are expenditures to year end being projected adequately?	Excel report used (DRMIS amts tracked) - good layout/tracking of fund centre/cost ctrs/IOs. J8 has strong oversite on what is in DRMIS.	
J8-A1.2	Review cost estimate sheets (Detailed Trg Sp Forecast) used for planning.	Infra Dev Working Gp - amts provided but scant on synopsis (basis for cost esmts)	J8 will work with Engrs/other orgs to ensure sufficient data provided as basis for estms req
J8-A1.3	Review process to obtain Budget History Report in DRMIS. Ensure that allocations are entered in Cost Centre Planning and that they balance with Op Plan approvals (Fund Centre Planning).	CJOC limitation to mv funds around within FC alloc challenges ability to align report with DRMIS alloc (CJOC only mvs allocs post T reports/approval). 1 x FC, 4 x CC, 40	
J8-A1.4	Confirm that RC Managers have adequate number of IOs to capture expenditures for all unit activities. Confirm that all IOs are linked properly within the ABCC structure (the Actuals in the Free Balance Report must balance with the IO	IOs are are created at CJOC as req/reqrd, with linkage done to nec gp structurs ATT (no issues)	
J8-A1.5	Is there potential for a conflict of interest between the cost initiating and approving authorities? Ref: FAM 1016-3 para 25	No issues - always min of 2 pers/auths for ea txn (often 3 - 32/proc/34)	
J8-A1.6	Confirm that the appropriate personnel as well as RC Manager(s) have adequate access and training to DRMIS. Ref: FAM 1016-3 para 41	J8/J8-2 have access and are fluent. Some RC Admins are self-sufficient as well - reports are pushed and resp posns provide nec input.	
J8-A1.7	Are RC Managers self reliant in retrieving all the necessary data from DRMIS? Do the RC Managers review and validate transactions processed in DRMIS? Ref: FAM 1016-2 paras 41-43	Currently only 1 RC Mgr for all (J8) with several RC Admin by function. This is structure in place fm previous roto and changes are beig considered for next roto dft.	
J8-A1.8	Verify that SWE forecasts are identified through the appropriate use of commitments in DRMIS (100% commitment is mandatory). Confirm how SWE forecasts and expenditures are monitored. Ref: 1016-2 para 28	No SWE managed fm theatre. PolAd posn pd fm home unit (cfm SA to OFA - CJOC managed).	
J8-A1.9	Verify that Res Pay forecasts are identified through the appropriate use of commitments in DRMIS (100% commitment is mandatory). Confirm how Res Pay forecasts and expenditures are monitored. Note: There should be no Res Pay transactions for CJOC Expeditionary Operations as all Res Force deployments occur under Class C (Reg Force) benefits. Ref: 1016-2 para 28	NA - Res F pers on msn as Cl C.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A1.10	Ensure commitments for recurring expenses such as phone and cable are being created and that all commitments are being recorded in a Commitment Register. How often are commitments with unspent balances reviewed and reduced?	J8/J8-2 raise all cmts once exps known (generally when 32 applied - email advise fm Mgrs). Reviewed wkly/monthly when DRMIS updates to Excel format	
J8-A1.11	Verify that unallocated charges are being checked and cleared on a regular basis (minimum monthly) and SAs retain appropriate data within the text for future reference.	Reviewed/cleared wkly/bi-wkly.	
J8-A1.12	Verify that charges to GL 4606 (Banking Services) are being checked and cleared on a regular basis (minimum monthly). Note: Only charges related to WCF operations or maintenance of a local bank account should occur against GL 4606.	Reviewed/noted when DRMIS data updated into excel and cleared as reqrd.	
J8-A1.13	Review unit Reinvestment Opportunity List/Forward Planning List.	Infra Dev Working Gp process but no formal process beyond that for on/off ramps.	Review opportunity to expand this into a more formal process for funds mgmt in T3.
J8-A1.14 RDAO Only	Confirm that IOs follow appropriate naming convention i.e. start with unit name (will be done by CJOC J8 IO management authority).	New ones raised at CJOC by DeskO - no issues.	
J8-A1.19	Verify that soft and hard commitments are entered in DRMIS at time of expenditure initiation. Ref: FAM 1016-2 para 12	See A1.10 - done.	
J8-A2	**PAYE**		
J8-A2.1	Compare DRMIS PAYE (YY documents) report with unit records to ensure that all adjustments are actioned correctly. Year-End Instructions	11 in tracker - all inititated at CJOC level (nec dupporting docs provided in adv)	
J8-A2.2	Ensure there is a PAYE register and verify proper completion and conformity to PAYE criteria: a. Goods/services rendered as at 31 March; b. Payable in accordance with terms of a contract; c. The debit cannot be discharged during period 13; d. The amount of the debt is within limitations; and e. The debit is lawfully charged to the budget. Ref: FAM 48 para 5 Year-End Instructions	11 listed in tracker - info provided to CJOC and actual DRMIS generation done there.	
J8-A2.3	What steps are units doing to prepare for PAYEs at year end?	DeskO/J8 continue to liaise and clear.	
J8-A2.4	What does the unit do with surplus PAYEs? **Note: CJOC J8 must be advised of unused residual amounts which are available for clearing. Units are not to clear residual amounts. PAYE overlaps occur to accommodate both CJOC and Op requirements.**	Managed at CJOC level.	
J8-A3	**DELEGATION OF AUTHORITIES**		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A3.1	Verify that someone has been tasked with maintaining control over signing authorities (Delegations of Authorities). Is a list/database of all individuals with signing authority maintained? Ref: FAM 1014-4-1	Op IMPACT DoA's are kept by the JTFI J8-2. Total DoA's are as follows: JTFI x 6, JTFSC x 14, PSP staff x 2, and ATF x 7. A MS Excel database is accurately maintained .	Recommend DoA structure be drafted for next roto to align RC Mgr(s) along C of C vice all thru J8 (discussed in detail with J8 on debrief and although current not technically wrong, puts J8 in position not meant for this function).
J8-A3.2	Confirm that personnel performing financial functions have copies of all delegation of authority forms in order to conduct transaction reviews. Ref: FAM 1014-4-1 para 17	When DoA's are signed by the incumbent, JTF-I scans the DoA and sends it to CJOC for validation. Once validated, JTF-I gives the incumbent a copy, adds the info on the DoA database and files the original DoA in a binder.	
J8-A3.3	Ensure that Delegation of Authorities forms are held by the RDAO for Contracting and Section 32, 33, and 34 of the FAA and that they are properly completed and authenticated. Verify that delegation of authority forms are retained for a minimum of six years after they have been cancelled or superseded. Individuals must not exercise financial authorities until forms have been completed and are effective the date signed by their superior. Ref: FAM 1014-4-1 para 17	All DoA's from previous ROTO's are archived by JTF-I and kept onsite (currently Roto 1 to 2 are archived). The RDAO for Op IMPACT is located in the NCR (0001) and JTF-I must forward all DoAs to CJOC J8 for review and furtherance to RDAO.	
J8-A3.4	Confirm that personnel with delegated financial signing authority have up to date certification of the Expenditure Management Course (EMC) or the Canada School of Public Service training (CSPS) as well as the Contracting Direct with Trade Course (CDWT). Refs: A. FAM 1014-4-1 paras 14-17 B. Delegation of Authorities A-FN-100-002/AG-006	All DoA incumbents have the requisite training and copies of MPRR's and/or certificates are kept on file with the DoA's.	
J8-A3.5	The following functions must be kept separate with respect to any single transaction process: a. Authority to enter into a contract (transaction authority); b. Certification of the receipt of goods and the provision of services in accordance with the contract according to Section 34 of the FAA (certification authority); c. Determination of entitlement, verification of accounts and preparation of requisitions for payment or settlement according to Section 34 of the FAA (certification authority); d. Certification of requisitions for payment or settlement according to Section 33 of the FAA (payment authority). **Note: If the circumstances do not allow for the separation of duties, alternate measures must be implemented and documented.** Ref: A. Delegation of Authorities A-FN-100-002/AG-006 Refs: A. FAM 1014-4-1 paras 14-17	Proper segregation of financial responsibilities is maintained throughout the various service areas.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A3.6	Are copies of DoA forms maintained for acting assignments (i.e. Acting TF Comd)? Is the person designated in writing, identifying the position, authority to be exercised and, if considered necessary, the limitations on the dollar value or area of responsibility, or both? **Notes: A. Acting appointments can only be approved by the superior of the normal incumbent of the position.** **B. Each period of acting must be designated in writing by the normal incumbent of the position and kept on the DoA file.** Ref: FAM 1014-4-1 paras 22-24	Best practice, and for efficiency purposes, acting DoA's should be created at beginning of roto (for any posn that may be acting at any time during the roto), and each period of acting is to be accompanied with a letter of appointment as needed.	
J8-A3.7	Ensure that Delegation of Authority given to an individual does not exceed limitation. **Note: RC Administrator limits cannot exceed those delegated limits assigned to the RC Manager.** Refs: A. FAM 1014-4-1 paras 14-17 B. Delegation of Authorities A-FN-100-002/AG-006	The JTF-I J8 has been delegated columns 20 (Service Competitive) and 21 (Services non-competitive), yet the JTF-I Comd does not have columns 20/21 on his DoA. ATF MSE OC has been delegated PIA Column 14), yet the ATF Comd does not have PIA.	New DoA is required for the JTF-I J8. New DoA is required for the ATF MSE OC.
J8-A3.8	Verify if individuals certifying under Section 34 of the FAA understand the concept of due date. Ref: FAM 1016-3 para 17	The concept of PODD is understood by J8 staff - some confusion was noted during inv review and J8 was advised to fol up.	
J8-A4	**HOSPITALITY EXPENSES**		
J8-A4.1	Ensure the unit is aware of the policy regarding the acceptance of gifts, hospitality, and other benefits Ref: DAOD 7021-3	JTF-I J8 and J8-2 are aware of the gifts, hospitality and other benefits as per FAM 1017-1 and 1017-6	
J8-A4.2	Check the unit's hospitality register and the system in place to administer hospitality requests. Review expenses for: a. Pre-authorization; b. Member approving cannot benefit; c. Delegated authority; d. Circumstances IAW policy; e. Form of hospitality (meals, alcohol, reception); f. Total cost in comparison to pre-approval; g. Substantiation; h. Contract in place prior to event; and i. Does the total of finalized hospitality expenditures necessitate submission for re-approval? Ref: FAM 1017-1	A total of six Hospitality Request Forms (HRFs) have been processed for FY 16/17. A hospitality register is maintained by the JTF-I J8-2 and every HRF has been deemed compliant to policies. One of the HRF processed by ATF was completed via LPO and acquisition card (valid practice), however all supporting documentation (copioes of invs, etc) should be in the hosp file, and a copy of hosp req should in the contract/cr card file.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A4.3	Official mementos that are purchased in bulk must be within the purchasing RC Manager's contracting authority limits with the following limiting factors: a. Prior to giving a bulk procured official memento(s), authorization must be obtained from the appropriate approval authority; b. All purchases should be consumed in the fiscal year of purchase; c. an inventory record of official mementos must be maintained reflecting: i. Date purchased; ii. Quantity purchased; iii. Value of the official mementos purchased (in total and per memento); iv. Date the official memento is given; v. Value of the official memento given; and vi. Current balance (both value and quantity); and d. No bulk purchases of official mementos are to be made during the last quarter of the fiscal year. Ref: FAM 1017-6	Register held and to be maintained with remainder handing over or returned to CJOC at end of Roto. J8 to seek further clarification as required prior to end of tour).	TF J8 to advise CJOC J8 Desk O what handover occurred (returned to CJOC or maintained in theatre).
J8-A4.4	**Coins may be provided under the guise of the following:** **a. As an Award;** **b. As a momento;** **c. As an NPF activity (i.e. purchased through individual donations).**		
J8-A4.4.1	RC Managers must ensure the following when giving official mementos to facilitate and/or promote DND/CF business: a. only valid requests for official mementos are considered for approval; b. accurate preliminary costing is conducted to determine the required approval level; c. appropriate approval authority is obtained in advance; d. all contracting rules are respected when procuring official mementos from a vendor; and e. a planned official memento recipient is not a prohibited recipient as per ref paras 22-24. Ref: FAM 1017-6 paras 10, 22-24, Annex A		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A4.4.2	Coins presented under the guise of a special award must adhere to the following: a. It must be presented to a DND employee (Public Servant); b. Presentation to a non DND employee (Public Servant) is considered an official memento; c. an awards registry must be maintained and include the following: i. Date and quantity of awards purchased; ii. Cost of awards; iii. recipients name and presentation date; and iv. reason for award. Refs: A. DAOD 5027-1 B. Delegation of Authorities A-FN-100-002/AG-006 C. FAM 1017-1	Coins currently in theatre purchased with NPF for all TF mbrs only (none for presentation). Awaiting cfm of SEA Grant alloc to proceed with Comd Coins (Canex samples brought to theatre).	Current roto to cfm what NPF constitution says and if coin/patch practice to continue (DeskO to fol up wth J1 regarding coin/end tour gift consistent with current PSP direction).
J8-A5	**PAYMENT CARDS**		
J8-A5.1 RDAO Only	Ensure the RDAO Comptroller has appointed a Regional Acquisition Card Coordinator to administer acquisition cards for their region and that the information held on each cardholder is accurate. Ref: FAM 1016-7-1 paras 27,34	CJOC J8 Coord has been assigned.	
J8-A5.2	Obtain names of all Standard Acquisition Card holders and verify if the unit holds any Corporate Acquisition Cards. Ensure that each card status (active, cancelled) is updated in the master record of information in DRMIS. Ref: FAM 1016-7-1 paras 34, 44	Card status completed by CJOC. 4 x cards in theatre. ATF - MS Spence (not issued yet, waiting for Role UU19 to be completed), Cpl Ferlatte; JTF-SC - MCpl Laverdure, Cpl Vaillencourt	Recommend all cards signed back in to J8 and then out to new pers on rotation for positive control/visibility.
J8-A5.3	How does the RC Manager control who holds acquisition cards within the unit? Confirm that the RC Manager has reviewed and reassessed, on an annual basis, the cardholder's need to have a Standard Acquisition Card. Ref: FAM 1016-7-1 paras 26 i, 27 d	J8 Section holds cards in theater and signs out cards when training is completed for specified card holders within LPO sections. Cards required are reassessed on each ROTO based on LL from previous ROTO.	
J8-A5.4	Examine security arrangements for storage of cards. What type of security container is being used? Ref: FAM 1016-7-1 para 24 f	ATF LPO hold both cards together in locked box in locked cabinet. Card holders are only pers with access to this cabinet (key padlock). Recommended that ATF LPO manager (MS) hold both cards and sign out as required. JTF-SC LPO manager (MCpl) holds both cards locked in cabinet and signs out card to Cpl when required.	Cards not reqrd should be rtnd to J8 and signed out fm there as nec.
J8-A5.5	Confirm that ACC holders have completed request for Acquisition Card Acknowledgement of Responsibilities and Obligations form. The standard acknowledgement form should be used for standard acquisition cards in the name of individuals and the corporate acknowledgement form for corporate acquisition cards in the name of organizations.	Completed.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Ref: FAM 1016-7-1 para 34		
J8-A5.6	**Conduct a post payment verification of all acquisition card purchases to validate compliance of regulations. (See Checklist for Acquisition Card Payments.)**	Completed. No significant errors and minimal minor errors.	
J8-A5.6.1	Confirm that acquisition cards are only used for authorized government purchases IAW limitations established by the RC Manager and that contracting authority of the individual authorizing the purchase has been obtained. Confirm that cards have not been used for: a. Personal expenses; b. Obtaining cash advances; c. Travel-related expenses; d. Vehicle operating and maintenance expenses; and/or e. Restricted items (i.e. hazardous material, weapons, IT equip). Ref: FAM 1016-7-1 paras 18-21	Used for authorized transactions only. All purchases of IT items have been approved by the J6, attached to the LPO form.	
J8-A5.6.2	Verify that procurement and payments made using a Standard Acquisition Card are authorized by a member with expenditure initiation authority pursuant to FAA Sec 32 and that the cardholder keeps an Acquisition Card Transaction Register. Ref: FAM 1016-7-1 paras 24 d, Annex A	Contract registers at both locations complete. Section 32 was completed on all items. JTF-SC had some low dollar value transactions that exceeded Section 32 due to exchange rates.	Section 32 should be authoritzed in currency of quote (approx Cdn value could be incl to ensure within DoA). Note if DoA has financial limit (5K Cdn) and quote in foreign currency is near Cdn limit, use higher auth for 32 authorization.
J8-A5.6.3	For Corporate Acquisition Cards, ensure that the Corporate Acquisition Card Custodian has not used a card under any circumstances. Ensure that all corporate credit card purchases are recorded on the Acquisition Card Transaction Register. Ref: FAM 1016-7-1 paras 21 c, 24 d, Annex E	No issues yet as first card just brought to theatre by CCI tm.	Monitor use and recommend use of same on next roto, or not if issues realized.
J8-A5.6.4	Ensure that purchases are supported by the proper quotes: a. under $1,000.00 – one quote; b. $1,000.00 to $2,500.00 – two quotes; and c. $2,500.01 to $25,000.00 – three quotes. Ref: PAM 3.3.9.7 **Note: Are quotes documented in the file. (Telephone quotes written and recorded, flyers, etc.)**	No issues.	
J8-A5.6.5	Confirm that goods which are deemed to be attractive in nature or which are valued over $1,000.00 are recorded against the unit's Supply Customer Account (SCA). Ref: FAM 1016-7-1 para 38	Confirmed. All attractive items and items over $1K have been BOC.	
J8-A5.6.6	Confirm that contracting authority was obtained: a. For a standard acquisition card before each purchase; or b. For a corporate acquisition card by completion of Anx C to ref B, unless the contracting authority was already assigned by the RC Manager (del of auth).	Contracting authority obtained on all transactions.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Refs: A. FAM 1016-7-1 paras 36 b, Annex C B. Delegation of Authorities A-FN-100-002/AG-006		
J8-A5.6.7	Confirm that the individual, who authorized each purchase, has the authority for that type of procurement and that the amount of the procurement does not exceed the limit of their delegated authority. Refs: A. FAM 1016-7-1 para 20 B. Delegation of Authorities A-FN-100-002/AG-006	No issues.	
J8-A5.6.8	Confirm that the procurement of restricted items have been approved by the applicable Equipment Program Manager (EPM) at NDHQ/CJOC. Ref: PAM 3.3.9.5	Confirmed. All restricted items (AC parts etc) approved by EPM. None purchased in last 3 months, but discussed section protocol and reviewed one file from last FY with no issues.	
J8-A5.6.9	Confirm that price and performance are IAW the contract and that invoices are verified and certified pursuant to FAA Sec 34 prior to payment. Ref: FAM 1016-3 para 17	No issues.	
J8-A5.6.10	Confirm that monthly credit card statements have been certified pursuant to FAA Sec 34. Refs: A. FAM 1016-7-1 paras 26 h, 36 k	Monthly credit card statements are currently approved by Log Capt in charge of respective sections, with appropriate DOA. All statements correctly certified.	IAW FAM 1016-7-1 para 26.h, RC Manager shall sign the monthly credit card statements certifying Section 34 authority.
J8-A5.6.11	Confirm that monthly credit card statements have been reconciled with acquisition card receipts. Confirm that erroneous charges are reported to the supplier and resolved promptly. Ensure that the cardholder takes appropriate action in DRMIS and all supporting documentation is retained for a minimum of six years. Refs: A. FAM 1016-7-1 paras 26	No erroneous charges. Reconciliation completed in theatre for all cards. Very well managed.	
J8-A6	**INVOICE PROCESSING (KR DOCUMENTS)**		
J8-A6.1	Examine K1 documents and GL 12121 for Interest on Accounts. Excessive charges in any Cost Centre are to be investigated, as well as SAs transferring charges from GL 12121 to other GLs.	No issues. Interest report is produced/reviewed monthly since the last CCI by the JTF-I J8-2, with no issues remaining.	
J8-A6.2	Confirm that original invoices are held by the office certifying pursuant to FAA Sec 34 and are retained for a minimum of six years. Ref: FAM 1016-3 paras 10-11	No issues. JTF-I J8-2 keeps original ACSA invoices and sends a copy to OSHUB. All other invoices are kept by the Contract O. JTF-SC LPO is not currently performing Section 34 on any invoices for acquisition card. Only performing section 34 on card statement and DRMIS report. Annex A completed for all reconciliations.	Change to original debrief - Section 34 on individual invoices not required, on DRMIS report (UU19 reconciliation with card stmt) sufficient. Inv should be stamped pd IAW FAM.
J8-A6.3	**Conduct a post payment verification of all invoices to evaluate compliance of regulations.** Refs: A. FAM 1016-3 paras 19-40	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	B. Delegation of Authorities A-FN-100-002/AG-006		
J8-A6.3.1	Ensure that all KR transactions in DRMIS have a corresponding invoice or supporting documentation if charged from outside the unit.	No issues.	
J8-A6.3.2	Confirm that purchases are for authorized government purchases IAW limitations established by the RC Manager and that contracting authority of the individual authorizing the purchase has been obtained prior to the acquisition. Each invoice must be supported by: a. contract; b. call-up against a Standing Offer; or c. Local Purchase Order (GC111-1) if under $25K. Ref: FAM 1016-2 para 14	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.3	Confirm that goods which are deemed to be attractive in nature or which are valued over $1,000.00 are recorded against the unit's Supply Customer Account (SCA). Ref: SAM	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.4	Ensure that purchases are supported by the proper quotes: a. under $1,000.00 – one quote; b. $1,000.00 to $2,500.00 – two quotes; and c. $2,500.01 to $25,000.00 – three quotes. **Note: Are quotes documented in the file. (Telephone quotes written and recorded, flyers, etc.)** Ref: PAM 3.3.9.7	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.5	Ensure that purchases in excess of $25,000.00 go through ADM (MAT)/PWGSC to have a contract raised and tendered. Review payments to determine if there is contract splitting to avoid Treasury Board regulations. Ref: A. CANFORGEN 011/12 Ref: PAM 1.8.1	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.6	Ensure there is valid justification for sole source or no substitute contracts, and such justification is recorded on the contract file. Sole sourcing should be the exception to the rule and only used when: a. A pressing emergency exists; b. Solicitation of bids would not be in the public interest; c. There is only one source of supply; and d. Standardization with existing equipment. Ref: PAM 3.1.1.1.3.2	No issues. Justification is added to file which is signed by either CJOC or the TA. ATF/JTF-SC LPO - No issues. Only one sole source for cell phones with reason cited being for security purposes, authorized by TF. Contracts cell - approx. 10 sole source contracts with proper justification and process.	
J8-A6.3.7	Should the invoice have been brought to the Sup O/G4's attention for possible Confirming Order/Contract Ratification action? Ref: PAM 1.8.4	Some contracts have been signed by previous Contract O i.e. generator contract $320K, that is over the current roto $25K DoA limit.	Contracts O to provide stat on # of contracts raised by her that she can auth vs reqr CO for CJOC consideration. Note - theatre can req DoAs up to published limits for posns and CJOC J8 will review as required.

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A6.3.8	Confirm that FAA Sec 32 pre-authorization was obtained for all purchases. Confirm that the individual who authorized each purchase, in writing, has the authority for that type of procurement and that the amount of the procurement does not exceed the limit of their delegated authority. Refs: A. PAM 3.2.6 B. FAM 1016-2 para 14 C. Delegation of Authorities A-FN-100-002/AG-006	A new contract management form is in the process of being created IOT ensure auditable evidences is documented to include EIA.	Provide copy to CJOC to cfm changes meet reqr. Note - current roto to provide to CJOC J8 Policy (Neville) for review.
J8-A6.3.9	Confirm that the procurement of restricted items was approved by the applicable Equipment Program Manager (EPM) at NDHQ/CJOC. Ref: PAM 3.3.9.5	No issues.	
J8-A6.3.10	Confirm posting date was entered correctly in DRMIS to prevent interest from incurring. Was an early payment discount taken? Refs: A. FAM 1016-3 paras 46-54 B. DRMIS Process AP-IP-1200	The incorrect PODD is used on KR's. The JTFSC invoice clerk uses the invoice received date and not the later of invoice received or goods/svcs received.	Ensure the PODD is applied correctly for all KRs IAW CDAO SOP 1.09 and FAM 1016-3.
J8-A6.3.11	Confirm that original invoices are on file, and they were date stamped on the date they were received. Refs: A. FAM 1016-3 para 37	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.12	Confirm that invoices are verified to ensure that price and performance are IAW the contract and certified pursuant to FAA Sec 34 prior to payment. Refs: A. FAM 1016-3 para 17	No issues. MOU for ACSA including price list is held with the JTF-I J8-2. All other contracts are held with the JTFSC Contract O where invoices are properly certified FAA Sec 34.	
J8-A6.3.13	Ensure that correct Vendor Codes are used in DRMIS. Refs: A. FAM 1016-3 para 17	No Issues.	
J8-A6.3.14	Confirm that invoices are imprinted with date/paid stamp at the time of payment. Refs: A. FAM 1016-3 para 40	JTF-SC LPO is not currently stamping all invoices paid.	JTF-SC LPO shall stamp paid with date on all individual invoices.
J8-A6.3.15	Verify mandatory use of payment card against KR document. Could this invoice have been paid with an acquisition card? Ref: CANFORGEN 031/08 AP 7 01/08 041909Z FEB 08	No issues.	
J8-A6.3.16	Check if any unexpended old year funds were used to make advance payments for new year items. Refs: A. FAM 1016-3 paras 55-59 Year-End Instructions	No issues.	
J8-A7	**CONTRACTING**		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A7.1	What is the volume and type of contracts requisitioned? a. Local Procurement <$5K b. Procurement between $5K and $25K c. Procurement >$25K d. Sole Sourced Contracts	a. ATF approx. 30 LPO <$5K per month; JTF-SC approx. 120 LPO <$5K per month b. JTF-SC 1-2 purchases $5K-$25K/ month c. Contracts >$25K ~85 since mission opened, ~30 being worked on currently d. ~10 sole source contracts total	
J8-A7.2	Are there current SOPs for procurement in place? What procedures are in place to validate and update the SOPs as required?	SOPs currently in place for ATF-LPO, JTF-SC and contracts, but all sections are currently expanding and improving on SOPS. Current process is that SOPs are reviewed and updated at each ROTO change.	
J8-A7.3	Who are the main contacts for contract management queries and what sections are involved in the procurement process? a. Expenditure Initiation (TA) b. Section 32 c. Procurement Initiation d. Procurement/Contracting Activities e. Section 34	All items over $25K is Contracts O. Items under $25K as below: a. Section heads b. LPO Clerks/Sections managers c. CJOC d. LPO Clkers/Contracts O e. Log Capt/MWO of LPO sections	
J8-A.7.4	What are the procurement methods that are used? a. Acquisition Cards b. Petty Cash c. KR's d. CF 52 Payment thru Cashier	LPO- all Acquisition cards. Contracts all through KR/invoice clerk. No petty cash.	
J8-A7.5	Ensure that purchases in excess of $25,000.00 go through ADM(MAT)/PWGSC to have a contract raised and tendered. Review payments to determine if there is contract splitting to avoid Treasury Board regulations. Ref: A. CANFORGEN 011/12 Ref: PAM 1.8.1	No contract splitting issues. All purchases in excess of $25K going to CO, CJOC (DMajProc/ADM (MAT)/PSPC).	Contract O can be auth up to 400K - review DoA and subm to CJOC J8 if/as reqrd.
J8-A7.6	What are the main subject areas/gaps in training for the staff? Has the staff received TB mandated training (i.e. EMC, Green Procurement, Contracting Direct with Trade)? Ref: A. CANFORGEN 011/12 C. Delegation of Authorities A-FN-100-002/AG-006	Staff has all received mandated training. Contracts O commented that a DOA course/experience and the PIA course would be useful for that position. CDWT refresher course would be helpful for all pers in contracting.	
J8-A7.7	Are contracting and signing authority limits in theatre adhered to? C. Delegation of Authorities A-FN-100-002/AG-006	No issues. All limitations are being respected.	
J8-A7.8	Prior to procurement, is the requirement validated? a. SOW / RFP (list of deliverables for Goods or Services) b. Authority for procurement documented (copy of a memo, record of conversation with TA) Refs: A. PAM 3.3.9.3	Yes. No issues with SOW/authority for procurement.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	B. PAM 3.2		
J8-A7.9	Ensure there is valid justification recorded on the contract file for sole source or no substitute contracts. Sole sourcing justified by: a. A pressing emergency exists; b. Solicitation of bids would not be in the public interest; c. There is only one source of supply; and d. Standardization with existing equipment. Ref: PAM 3.1.1.1.3.2	No issues. All sole source docs valid and complete.	
J8-A7.10	Is there a method to track the remaining balance/ceiling on a standing offer as well as the expiry date? Ref: PAM 3.3.1.9	Contract Sect track balances on SOAs in register. Currently have 4 SOAs, 1 expiring in July. Well below ceilings on all.	
J8-A7.11	Are call ups (DND 942) used to create contracts against SOA/SA agreements as specified in the standing offer/agreement? Ref: PAM 3.3.1.7	Not in theatre. All transactions are either below $5K and follow process IAW PAM 3.3.1.7 or are sent to D Maj Proc as TF cannot perform callup against SOAs owned by D Maj Proc	
J8-A7.12	Are all contracts entered into DMPP website? Ref: PAM 4.3	Entered into CDMS	
J8-A7.13	What kind of tracking/verification system is used in order to ensure goods/services are rendered (inspected)? Are there mechanisms or a process in place for resolving supplier non-compliance/disputes? Are there any unresolved issues? How are they being addressed?	Annex A being used. All compliance issues are dealt with on the spot immediately. No outstanding unresolved issues. All goods and services are inspected by both the LPO/Contracts section and by the requestor/user of the good/service.	
J8-A7.14	Are there amendments to original contracts? Are the policies and authorities for amendments being followed? **Note: Contract value plus amendments cannot exceed delegated authority limits.**	Regular amendments completed with correct policies and authorities. All values are tracked by CDMS to ensure authority limits are not exceeded.	
J8-A7.15	Who has oversight of the Procurement Initiation Process? Are individuals exercising PIA delegated in writing to do so? Have PIA authorities maintained proper training requirements to exercise their duties?	D Maj Proc performs PIA., IAW PAM 1.4.3.2.2.1	
J8-A8	**TRAVEL AUTHORIZATION NUMBERS (TANs)**		
J8-A8.1	Ensure the RC Manager has appointed a DTC coordinator to request TANs, maintain the TAN register, and reconcile TAN usage with DRMIS reports for verification and audit purposes. Ref: FAM 1016-7-2 para 11	No issues. The JTF-I J8 has appointed the J8-2 as DTC coord. All reconciliation is properly completed.	
J8-A8.2	Confirm that the TAN register is secure at all times when not in use and is not posted on the unit's internet site. Ref: FAM 1016-7-2 paras 11, 26, 27	No issues. TAN register is maintained on a PROTECTED B memory stick and properly secured in combination filling cabinet.	Hard copy must be printed, noting details as incl in soft copy on stick (ensures auditable evidence of usage should soft copy corrupts).

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A8.3	Review TAN register. Confirm that it indicates at a minimum; the booking date, the member's surname, destination, dates of travel, fare quote, and financial coding. It must also show that reconciliation is complete (i.e. DRMIS SA number). Ref: FAM 1016-7-2 paras 11, 25	No issues. Very good TAN register that includes all the required info and more. The reconciliation is completed on the BMO statement and DRMIS document numbers are added to the statement.	Ensure DRMIS report is printed and certified Sect 34 and supporting documentation incls monthly stmt, TAN reg, DRMIS act report and Annex A of FAM 1016-3 .
J8-A8.4	Confirm that TANs were only used for official government purposes by verifying existence of TD claim. This includes obtaining copies of claims when TANs have been issued to other units. Ref: FAM 1016-7-2 para 2 **Note: TANS are not to be used for HLTA bookings.**	No issues.	
J8-A8.5	If business class was booked, who authorized the trip? Do business class trips extend beyond 8 hrs of travel?	No issues. Business class requires CJOC approval.	
J8-A8.6	Confirm that monthly DTA statements have been certified pursuant to FAA Sec 34 and that the member completing the certification is not certifying their own travel. Ref: FAM 1016-7-2 paras 11, 23	No issues. The JTF-I J8 "RC Manager" certifies FAA Sec 34 the DTA statements.	
J8-A8.7	Confirm that monthly DTA statements have been reconciled with the TAN Register and charges have been SA'd to the correct financial coding as per the member's claim. Ref: FAM 1016-7-2 paras 11, 25	No issues.	
J8-A8.8	Confirm that monthly DTA statements are retained by the office certifying under FAA Sec 34 and secured against loss and destruction for a minimum of six years? Ref: FAM 1016-7-2 paras 8-9	No issues.	
J8-A8.9	Verify that there is a system in place to ensure flight credits are used prior to expiration.	No issues. Credit adjustments are tracked on the BMO statement. Flight credits are applied as deemed necessary.	
J8-A9	**CLAIMS PROCESSING**		
J8-A9.1	Are claims and original supporting docs retained by the office certifying Sec 34 and secured against loss for a min of six years? Refs: A. FAM 1016-2 paras 10-11 B. FAM 1016-10 paras 9-11	No issues	
J8-A9.2	Conduct a post payment evaluation of 10% of Claims-X claims and MTECs (minimum 20) to evaluate for compliance to regulations. Try to select one of the CO's claims, an international claim, and a claim with a cost comparison worksheet. Refs: A FAM 1016-4 paras 37-39 B. FAM 1016-10 para 30 C. Delegation of Authorities A-FN-100-002/AG-006	No Claims-X claims. Looked at HLTA, DND 1654, CCAA, R&R, MTEC's and miscellaneous CF52 for M &W. Claims were looked at both in the main OR and the cashier. Various irregularities (high error rate) summarized and list provided to TF ChAFO.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A9.2.1	Confirm that the travel was authorized by the appropriate approving authority (superior officer of the member or a person of a higher rank or appointment) that holds a valid delegation of authority and the authority msgs/e-mails are attached to the claims. Confirm that Level Two authority was obtained for any international travel. Refs: A. CFTDTI CH 4.03 B. Delegation of Authorities A-FN-100-002/AG-006	Most travel reviewed was CFTPO or MTEC with a travel plan. No issues for approval for travel.	
A9.2.2	Confirm that FAA Sec 32 pre-authorization was obtained on the hard copy of claims prior to travel. Claims must be signed and dated. Refs: A. FAM 1016-2 B. FAM 1016-10 para 22 C. Delegation of Authorities A-FN-100-002/AG-006	M&W Claims did not have 32 in adv (often). High rate of the claims reviewed were paid and signed Sect 34 but not signed or dated by the mbr (approx 15 of 90 - some R&R, pers redepl). Claims were not stamped paid, NRI#s (CCPS procesed ref) were missing, dates and sign blocks were missing, supporting docs - meal rate, mileage rates, exch rates and substation for meals claimed or not claimed missing. Meals were missed on claims, over paid on R&R claims in some cases. Wrong exch rates used. Copies of receipts were subm with orig claims but no justification provided (seemed common practice). Claims for M&W were paid over authorized amount. CCAA claims did not have auth for the allowance or identifying the mbr as being in a posn to receive allowance.	100% claims verification of all claims completed after 1 April or the date that the current Sect 34's on ground arrived, which ever is later of the two. Any claims missing signs fm mbrs still in theatre should be flagged and signatures obtained. Recovery for MCpl Land and several supl claims required mbr's currently identified : Lt MacMillan, LCol MacKeen, Capt Ireson, Capt McInnis and Sgt Gauthier, etc (detailed notes left during debrief). All claims need to be stamped pd, processed via ACS vice CCPS to provide better detail in DRMIS for fin mgmt/tracking (theatre already planned this change but must implement) **J8/J1 to monitor plan, process and ensure action taken/completed. Advise qyt of claims reviewed as well as how many reqrd recovery or supplemental claim raised, by type (amts <$2 need not to be corrected as ACS cannot process amts less than $2). WO/ ChAFO agreed, incoming TAV already sched will allow for this to be done NLT end Sep.
J8-A9.2.3	Are CO's travel claims supported by Comd's approval. Refs: A. CFAO 20-5 B. CFTDTI CH 4.03	No Comd claims yet finalizied.	
J8-A9.2.4	Confirm that the claimant signed and acknowledged travel terms prior to travel. Ref: FAM 1016-10 para 23	Paid claims were missing claimant's signatures	Signatures required for mbr's still in theater
J8-A9.2.5	Confirm that use of rental vehicles are cost effective and approved by the financial coding approving authority. Ref: CFTDTI CH 6.36	N/A	
J8-A9.2.6	Confirm PMV cost comparison documentation was completed IAW DCBA directive and attached to claims. Refs: A. CFTDTI CH 7.41 B. Cost Comparison Worksheet	Cost Comparison reviewed was not signed by mbr or approved, supporting documents were attached though	NTF is to be added to the file to substantiate the missing signatures.

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A9.2.7	Confirm that any excess baggage claimed was required for duty travel and authorized on the tasking/course msg. Ref: CFTDTI CH 7.10	N/A	
J8-A9.2.8	Confirm claims were finalized IAW CFTDI directive. Are all sections of the claim mathematically correct? Was appropriate financial coding used? Are there any overpayments or underpayments? For MTECs, meal receipts are required for travel within the geographical area (within 16 kms of assigned workplace). Ref: FAM 1016-10 para 30	Several claims reviewed were missing meals or the wrong exchange rate was used making the calculations incorrect. No issues with Fin Code. There has been over and underpayment claims identified. MTEC's did not have receipts as they are not within 16km	See comment A9.2.2
J8-A9.2.9	Confirm that claims are supported by original documents (i.e. receipts/authority messages) and they are attached to the claim. Ref: FAM 1016-10 para 9	Original documents missing and copies and lost receipts declaration (locally produced) placed on the claims.	only accept original receipts and mbr could be provided copy if necessary.
J8-A9.2.10	Confirm that the correct fin coding's were used as per the applicable authority.	No issues	
J8-A9.2.11	Confirm that any issued advances were annotated and reduced.	No issues	
J8-A9.2.12	Confirm that the claimant certified that the items claimed were not claimed previously and it was signed prior to FAA Sec 34 approval.	Several claims paid and signed Sect 34 without mbrs signature	Mbrs still in theater need to sign their claims
J8-A9.2.13	Confirm that FAA Sec 34 authorization signature is on hard copies of claims. Refs: A. FAM 1016-3 para 5 B. Delegation of Authorities A-FN-100-002/AG-006	No major issues, signature blocks missing on Sect 34 of MTEC's for Hub.	
J8-A9.2.14	Confirm that claims and all supporting documents are imprinted with date/paid stamp at the time of payment. Ref: FAM 1016-3	Most claims not stamped paid. Claims at cashier are not properly annotated in Section 8 of the CF52.	Claims need to stamped paid
J8-A9.2.15	Miscellaneous Comments		
J8-A10	**WRITE-OFF OF PUBLIC PROPERTY**		
J8-A10.1	Examine staffing procedures for write-off of public property and ensure that they comply with current regulations. Ref: SAM 3.5	J8 reviews and enters into database (fwded to CJOC J8)	TF J8 to confirm CJOC J8 DeskO if being forwarded to CJOC J8 for sign vice performed in theatre.
J8-A10.2	Confirm that write-offs are within the CO's delegated authority. If someone other than the person specified in regulations has been approving write-offs, ensure that this authority has been delegated in writing. Refs: A. SAM 3.5 B. Delegation of Authorities A-FN-100-002/AG-006	Reviewed and cfmd.	
J8-A10.3	Examine CF 152 Write-Off Reports and source documentation to ensure they balance with the public accounts database. Refs: A. Write-Off Database B. SAM 3.5	Cfmd.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
SECTION B - CASHIER OPERATIONS/VERIFICATION OF PUBLIC FUNDS			
J8-B1			
J8-B1.1	Check the cashier's office physical security measures to ensure: a. windows easily accessible from the exterior are protected by heavy wire screens set in strong frames; b. all walls are extended to the true ceiling; c. the door is fitted with tamperproof hinge pins and deadbolt; d. adequate lighting is provided for off-duty hours; and e. only the cashier has access to the office and AO has the back-up key secured. Ref: CFAO 202-2 para 3	Satisfactory with limitations (ref previous CCI). Cashier's office inspected by MP 15 Apr 16 - office security was deemed to be satisfactory with limitations. Visual inspection also done by MPs during Cashier handover 26 May 16. Noted that spare keys for Cashier's office were misplaced by the previous Comd and ChAFO in process of replacing door locks.	Recommend safe combo as well as keys be held by J8 in secure file cabinet.
J8-B1.2	Verify if records of safe combinations are properly secured. Verify the safe combinations for holding public funds are changed IAW security regulations; a. on changeover of any personnel holding the combination; b. wherever a compromise may have occurred; or c. at least once every six months. Ref: CFAO 202-2 paras 18, 20, 21b	No issues. Alarm system, combination for the two safes and filling cabinets changed by MP during Cashier handover 26 May 16. DND 1066 (Record of combination change) are in the safes and filling cabinets providing proof of combination changes IAW security regulations.	
J8-B1.3	Confirm that the safe used to safeguard public funds does not contain any classified matter, narcotics, weapons, or valuable items. Ref: CFAO 202-2 para 16	No issues. The safe is used to safeguard public funds IAW regulations.	
J8-B1.4	Ensure that only persons properly authorized have access to, and are engaged in, handling money. (This includes standing advance holders.) Ref: CFAO 201-1 paras 2-3	No issues. Three standing advances have been issued with the necessary supporting documentation (FAM 74 Anx C).	
J8-B1.5	Confirm that the military police have been notified in writing of the location of each office where public funds are stored. Ref: CFAO 202-2 para 5	No issues. The only location on camp where public funds are kept is the cashier's office.	
J8-B1.6	Confirm that files containing paid vouchers (SA's) are secured against loss & destruction. Ref: FAM 76 Annex A para 20	No issues. The SA's are secured in a combination filling cabinet IAW safety regulations.	
J8-B1.7	Confirm that DND 508 – Financial Receipts are properly safeguarded. Confirm that any loss of DND 508s are reported IAW regulations. **Note: CFAO 36-24 replaced by DAOD 6001-2, Forms Management**	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-B1.8	Confirm that the cash vouchers, Receiver General for Canada cheques, bank account cheques, travellers' cheques, and other negotiable instruments which form part of the AO's accountability under the WCF or RGDF are treated as cash and safeguarded against loss or misappropriation. Ref: FAM 76 Annex A	No issues. Cash vouchers are properly secured and the cashier's office has no bank account cheques and traveller's cheques.	
J8-B2	**PUBLIC FUNDS VERIFICATION**		
J8-B2.1	Confirm that the cashier and RGDF clerk have been designated in writing of the specific duties to be performed on behalf of the Accounting Officer and ensure that they have acknowledged these duties. Refs: A. FAM 75 paras 6, 7, 12 B. CFAO 201-1 para 3	No issues. The letter of duties and responsibilities is signed by the Head Cashier and ChAFO 26 May 16.	
J8-B2.2	Conduct a verification of public funds by performing an independent WCF and RGDF examination. Ref: FAM 76	No issues. See comment J8-B2.5	
J8-B2.3	Confirm the frequency of uploads to DRMIS and transfers of DFT information to DMPAP.	No issues. Uploads are completed daily.	
J8-B2.4	Verify the daily ACS balance summaries have been completed using CF 374 Unit Working Capital Daily Balancing Ref: FAM 75 para 12e	No issues. Completed daily.	
J8-B2.5	Verify the daily reconciliation of the WCF between ACS and DRMIS has been performed. Ref: ACS Procedural Guide 1.2.1	The WCF and ACS are reconciled daily by the ChAFO.	
J8-B2.6	Verify that an examination of cash and local bank reconciliation is conducted on a surprise basis at least once a Ref: FAM 76 para 16	No issues. This is completed monthly as per local cash examination SOP. There is no copy of the bank agreement on file despite many attempts by the ChAFO to obtain a copy.	TF J8 to investigate and confirm being done IAW regs.
J8-B2.7	Verify that an independent cash examination of receipts to deposits is carried out monthly. Ref: FAM 76 paras 13-18, Annex A paras 29-34	No issues.	
J8-B2.8	Determine if cheque signing authorities, to a maximum of six, have been authorized for signing LBA cheques. Confirm that a specimen signature letter containing all signing authorities is on file. Ref: FAM 79 paras 26, 27,32, Annex C	N/A. No LBA cheques.	
J8-B2.9	Verify that all revenue accepted by the RGDF Clk is actioned immediately in DRMIS and deposited weekly or when it exceeds the storage device limit. Refs: A. FAM 1018-2 paras 22-23 B. CFAO 202-2 para 14	No issues.	
J8-B2.10	Ensure all locally generated recoverable invoices (FAs) are reconciled with receipts/deposits.	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Ref: FAM 1018-2 para 5		
J8-B2.11	Verify that a detailed examination of Working Capital Fund records and Receiver General Revenue records is conducted on a surprise basis at least semi-annually. Ref: FAM 76 paras21-28, Annex D, Annex E	No issues.	J8 should personally do one during ea tour (approx even space from ChAFO handover, CCI and J8 redepl, resulting in twice during ea roto).
J8-B2.12	Confirm that DND 508 Financial Receipts are only issued by Supply to the Accounting Officer or another person who has been delegated in writing. **Note: CFAO 36-24 replaced by DAOD 6001-2, Forms Management**	No issues.	
J8-B2.13	Confirm that the Accounting Officer maintains a register of receipts and issues of DND 508 Financial Receipts, ensuring subsequent books are not issued until outstanding books are completely used and returned.	No issues.	
J8-B3	**STANDING ADVANCES**		
J8-B3.1	Verify DND 432 Request for Accountable Advance of Public Funds and 'R series' accuracy and completion and stamped paid. Ref: FAM 74 para 70	No issues. 6 O/S advs, 3 standing advs (Sas). No R Series issues or accepted in theatre. No TSO's for new SA's in place, no pymts made against the SA's yet.	Tracking on SA's and review/replen TSO to be implemented (J8 to ensure ChaFO completes prior to end tour - J8 to review/approve).
J8-B3.2	Verify that pay notes or personnel files have been annotated for advance holders who have been issued funds. Refs: A. FAM 74 para 70 B. FAM 76 Annex A para 19	There were no pay notes for the three standing advance holders	Ensure pay notes are added for each standing advance holder.
J8-B3.3	Ensure that petty cash advances for personnel responsible for payment of MTEC or local procurement of goods and services do not exceed $3,000. This amount may be increased to $5,000 with prior authorization from Comd. Ref: FAM 1016-9 para 43	N/A. No petty cash issued.	
J8-B3.4	Verify that there is an authority and a continuing requirement for each standing advance. Ensure the amount is not excessive to requirements. Ref: FAM 76 Annex B Appendix 4 para 9	No issues. The three standing advance holders were issued the advances within the past month.	
J8-B3.5	Verify if each holder has been issued written instructions on handling and safekeeping of a standing advance and Chap 74 Annex C is completed and attached to the duplicate of DND 432 Request for Accountable Advance of Public Funds. Ref: FAM 74 para 70 d, Annex C	Given the three standing advance holders are in remote locations (2 Erbil and 1 Bagdad) the FAM Ch 74 Anx C was mailed to them for acknowledgement and signature. Signed copy is not yet on file.	Ensure a follow-up is completed IOT obtained the signed copy of FAM Ch 74 Anx C.
J8-B3.6	Verify that periodic unannounced verifications of standing advances are being performed. Ref: FAM 74 para 77	No issues. Letter signed by ChAFO 3 June 16 appointing Sgt and above to completed unannounced verification.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-B3.7	Verify that the AO has conducted the annual reassessment for Standing Advance requirement. Ref: FAM 1016-9 para 25	N/A. The three standing advance holders were issued the advances within the past month.	
J8-B3.8	For selected Standing Advances, conduct a cash examination and security check. Refs: A. FAM 76 Annex B Appendix 4 para 8 B. CFAO 202-2 para 14	Unable to complete cash examination and security check at this time given the three standing advance holders are in remote locations.	Conduct cash examination and security assessment once the standing holder is at location and ensure examination is completed by incoming Log support staff.
J8-B3.9	Confirm that individual petty cash expenditures are limited to a maximum of $1,000 for orders where the supplier does not accept a Payment Card. **Note: Does not apply to Kabul as AC not maintained/utilized.** Ref: FAM 1016-9 paras 42-43	N/A. No petty cash issued.	
J8-B3.10	Review procedures to recover Overdue Temporary Advances. Ref: FAM 1016-9 paras 20-21	No issues.	
SECTION D – NON-PUBLIC FUNDS			
J8-D1	Does the unit have a unit fund constitution signed by the current CO? Ref:	Constitution review/update in progress.	J8 to fwd final dft to CJOC for (quick) review prior to sign by Comd.
J8-D2	Does the unit have current Delegation of Authorities for Financial Administration of Non-Public Property (NPP)? Ref: CDS Delegation of Authorities for Financial Administration of NPP	In Progress, will be completed by end July (no issues).	
J8-D3	Are NPF and PF Funds stored in separate or the same location (i.e. safe)? Ref: A-FN-105-001/AG-001 CH 7	No actual funds held in theatre currently (deposited via cashier to PSP acct/Ott).	Profits currently fund patches for all - R&R funds guidance directed to PSP for more.

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Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

3350 – Op IMPACT (J3 ME2/RDIMS# 418257)

12 December 2016

Distribution List

CJOC FRAG ORDER 003
TO OPERATION ORDER 003 – OPERATION IMPACT

References: A. CJOC OPERATION ORDER 003 – Op IMPACT, 17 June 2016
B. MND Announcement, 20 July 2016
C. CDS FRAG O 001 to CDS Directive 002 – Operation IMPACT, 31 May 2016
D. CDS FRAG O 002 to CDS Directive 002 – Operation IMPACT, 17 June 2016
E. CDS FRAG O 003 to CDS Directive 002 – Operation IMPACT, 17 August 2016
F. CJOC FRAG O 001 to Operation Order 003 – Operation IMPACT, 17 August 2016
G. CJOC ROEIMP, Operation IMPACT 2016-001, 21 September 2016
H. CDS DIRECTIVE for MND and CDS Commander's Critical Information Requirements (CCIRs), 15 December 2015
I. CJOC FRAG O 002 to Operation Order 003 – Operation IMPACT, 14 October 2016
J. CDS FRAG O 004 to CDS Directive 002 – Operation IMPACT, 30 October 2016
K. CDI Functional Directive 001/14:

9 June 2014

L. CJOC 3350-Op IMPACT (J3 JTE/RDIMS #417312) Delegation of Target Validation Authority – Op IMPACT Amendment – 22 November 2016

SITUATION

1. General

a. This Fragmentary Order (Frag O) provides additional operational level direction and guidance for the conduct and execution of Op IMPACT Line of Effort 3 (LoE 3). This Frag O is effective upon release and focuses on expanding the tasks of the All Source Intelligence Centre (ASIC), the re-write of the Targeting Annex KK, an amendment of the individual training requirements, an adjustment to Joint Task Force – Iraq force structure and an expanded scope of operations for the

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b. United States Central Command (USCENTCOM) recently installed and provided JTF-I access to the in order to enable live of both and The has delivered a capability to JTF-I that it did not previously possess and has enabled of Canadian and that of our US counterparts. Subsequently, USCENTCOM has requested that Canada begin as they currently lack the capacity to in the Iraq Joint Operations Area (JOA);

c. At reference J, the Minister of National Defence (MND) approved additional authorities for the employment of the in order to allow greater flexibility to contribute to overall targeting efforts as part of Op IMPACT; and

d. The Canadian Armed Forces (CAF) targeting enterprise has matured and the delegation of is considered essential to maintain an appropriate level of mission responsiveness. Commander JTF-I will be for the majority of targets developed by JTF-I and conditions as outlined in reference L.

2. Operational Threats and Hazards. No change from reference A.

3. Strategic Direction. No change.

MISSION

4. No change.

EXECUTION

5. Concept of Operations (CONOPs). JTF-I will adopt a second from Combined Joint Task Force (CJTF) - Operation Inherent Resolve (OIR). The primary being Canadian missions flown by , the second will leverage capability to assist with the and will be undertaken within existing capacity. This second will commence at such time as agreed upon with CJTF-OIR and will be sustained throughout the duration of the mission in support of CJTF-OIR deliberate targeting efforts.

6. Scheme of Manoeuvre. This will be accomplished in three phases:

a. Phase 1. Establish and validate connectivity via enterprise and feed. This phase is currently underway.

b. Phase 2. Coordinate with CJTF-OIR for assignment of and conduct information.

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c. Phase 3. Stand down ask upon mission termination.

7. Main Effort. No change.

8. End State. No change.

9. Tasks. In order to enable the second

a. JTF-I

(1) Undertake of a minimum of within current capacity; and

(2) Coordinate with CJTF-OIR to identify which US LoT JTF-I can within the existing JTF-I force structure and capacity.

b. Coordinating Instructions. The following changes are made to reference A:

(1) Task Organization and Equipment (TO&E). The position has been moved to the JTF-I Headquarters (HQ) organization to reflect the role of the as an advisor to Comd JTF-I. This force employment structure will be reflected in the Canadian Forces Taskings Plans Operations (CFTPO) and is outlined in an *amended* Appendix 2 to Annex B, Op IMPACT JTF-I Force Structure.

(2) Targeting. Annex KK – Targeting is *amended* in its entirety and includes per reference L. Appendix 1 to Annex KK has been deleted.

(3) Training. The Training Requirement Matrix (Appendix 1 to Annex BB) is *amended* to reflect Op IMPACT training requirements by location and organizations - *adds* training requirements for the Role 2 and Canadian Training Assistance Teams (CTATs).

(4) is a category of and provided by and is a critical pillar of the all source intelligence collection architecture in any modern operation. Using systematic and controlled he deployed will use to provide detail on and warnings, provide detail on enhance force protection (FP) for Op IMPACT personnel and contribute to

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efforts. [redacted] will be conducted in accordance with reference K.

SERVICE SUPPORT

10. No change.

COMMAND AND SIGNALS

11. Command and Control. No change.

12. Acknowledge Receipt. Action addressees are requested to acknowledge receipt via email to cficc@forces.gc.ca or +CFICC EXPED OWO@CJOC HQ@Ottawa-Hull (cficc.exped.owo-ccifc.exped.oquortops@forces.gc.ca).

W.F. Seymour
Major-General
Chief of Staff Ops

Annexes:

Annex B - Appendix 2 – Op IMPACT – JTF-I Force Structure

Annex BB - Appendix 1 – Op IMPACT Training Requirements Matrix

Annex KK - Joint Targeting

Distribution List (page 5)

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Appendix 2
Annex B
3350 – Op IMPACT (J3 ME/RDIMS# 418257)
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Op IMPACT – JTF-I Force Structure

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OP IMPACT Training Requirements Matrix

T (Jordan and Lebanon), Role 2 (Original 7 Oct 14)

Position Title	FIRE C7 SERVICE RIFLE OR C8 CARBINE (Note 1)	FIRE THE 9MM SERVICE PISTOL (Note 1)	FIRE THE P226 SIG SAUER (Note 1)	PERFORM CBRN DEFENCE (Less Gas Hut Note 9)	APPLY VICTIM AID (Note 2 & 4)	APPLY MILITARY FIRST AID (Note 5)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	MAINTAIN DEPLOYMENT ADMINISTRATION (PRV)	APPLY STRESS MANAGEMENT (R2NR) (Note 2)	APPLY PREVENTIVE MEDICINE (Note 2)	[illegible]	[illegible]	FITNESS (FORCE EVALUATION)	[illegible]	[illegible]	Controlled Goods General Awareness Training	Safety Awareness Training (3)	Contracting Direct with Trades (CDWT)	Specialized Safety Training (8)	Expenditure Management Course (EMC)	Green Procurement	[illegible]	[illegible]	[illegible]	[illegible]	C&S AEC (Presiding Officer)	Delegation of Authorities (Note 10)	Insider Threat Training	Evasive Driver Training (Basic) Note 13	Communications Training (Convoy)
d below)	A1	A4	A4	B3	B5	B6	B7	B8	B9	B10	B11	B12	C1	C2	C3	C4	C5	C6																		
		IS1	IS1	IS2	IS1	IS2	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1	X	X	X	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD						
		IS1		IS2	IS1	IS1	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS1	IS1	X	X	X	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD						
	IS1	IS1		IS2	IS1	IS1	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS1	IS1	X	X	X	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD						
C / TEA	IS1	IS1		IS2	IS1	IS1	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS1	IS1		X	X	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD						
				IS2		IS1	IS3				IS3	IS2		IS3	IS3	IS2	IS1				X														
				IS2		*IS1*	*IS3*				*IS3*	*IS2*		*IS3*	*IS3*	*IS2*	*IS1*				X														
				IS2		IS1	IS3				IS3	IS2		IS3	IS3	IS2	IS1				X														
ll)	IS1	IS2		IS2	IS1	IS2	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1		X	X	X* (12)	X*	X*	X*	X*	X	TBD	X	X						
	IS3	IS3		IS2	IS2	IS3 (TCCC)	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1		X	X		X*	X*	X*	X*	X	TBD	X	X		X	X	X		
	IS1	IS2		IS2	IS1	IS2 (Note 14)	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1		X	X	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
	IS1	IS1		IS2	IS1	IS2	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1		X	X						X			X	X	X		
	IS2	IS2		IS2	IS2	IS3 (TCCC)	IS3	IS3	IS3	IS3	IS3	IS2	IS3	IS3	IS3	IS2	IS2	IS1		X	X														
	As per CDIO 3000, Section 15, Appendix 2 to Annex D			IS1 + QNFT or IS2 if no QNFT																																
	IS1	IS1				IS1							IS3					IS1																		
	As per CDIO 3000, Section 15, Appendix 7 to Annex D			IS1 + QNFT or IS2 if no QNFT																																
	IS1	IS1				IS1												IS1																		
ual below)																																			
	12	12		36	12	36											24	12																	
	12	12		12								36																							
							24	24	24	24	24		12	24	12	24																				

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(1) Weapons training IAW RCAF requirements
(2) Online Course available if required (Conduct after Capture B (IS2) requires classroom instruction)
(3) Can be done in theatre if required (Expect a reading package for MLT)
(4) Provide Theatre Specific update during face to face training or upon arrival in theatre
(5) All deploying members must have a valid MSFA and a CPR Level "C" granted within 36 months of the expected deployment date
(6) Air Ops Survival training requirements: All pers must receive one of the follow 3 training options:
  a. successfully complete or be current in AKVJ qualification for Air Ops Survival - SERE;
  b. successfully complete or be current in MITE Code 102029 for Air Ops Survival - Land and receive a Pre-Deployment SERE brief from CFSSAT; or
  c. receive a Pre-Deployment SERE brief from CFSSAT.
(7) Two options for this training:
  a. If there is insufficent time in ROTO 0 PDT, plan to organize in theatre; or
  b. Contact local health svcs to arrange training session.
(8) Qualifications to be reflected in TO&E
(9) Complete quantitative fit test / leak testing using CF issued respirator.
(10) Position fulfilling the CO role will require Authorized Delegation Training and Delegation of Authority from CJOC.
(11) Personnel filling the Force Protection positions require valid 404 for the duration of their deployment.
(12) Financial courses will be required by one member of the MLT designed financial DOA - (TBC)
(13) Basic Evasive Driver (BED) Course to be validated after 60 days deployed Ops - course focused on FP element
(14) Medical Pers (Role 2) are exempt from the Military First Aid requirement

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Annex KK
3350 – Op IMPACT (J3 JTE/RDIMS# 418257)
12 December 2016

JOINT TARGETING

References: A. Canadian Armed Forces (CAF) Strategic Targeting Directive (Strat TD) - Op IMPACT (Amendment 3), 31 March 2015
B. CDS Directive on CAF Targeting (CDS TD), October 2014
C. CFJP 3-0.1, The Law of Armed Conflict at the Operational and Tactical Levels, August 2001
D. CFJP 3-9, Targeting, 12 December 2014
E.

F.
G. Interim DND/CF Policy on Computer Network Operations (CNO), 05 October 2012
H.

I. Additional Protocol I to the Geneva Conventions of 12 August 1949, Article 52 (3), 08 June 1977
J. Protocol on Explosive Remnants of War (Protocol V to the 1980 Convention on Certain Conventional Weapons - CCW), 28 November 2003
K.

L. 3350-1(Exped Ops 2) FRAG O 004 to CDS Directive – Operation IMPACT, 01 September 2015
M. ADM(IM) Standard IMS 6001-2-3, Records Retention and Disposal, 15 November 2011 (or as updated)
N. ADM(IM) DND/CF Rules and Procedures for Records Management, 04 October 2010 (or as updated)
O. Email reply from SJS Strat Targeting to CJOC J3-JTE, re: Targeting CAT I, CAT II, and CAF CAT IIS, 06 June 2016
P. Annex KK to CJOC Op Order 003 Op IMPACT, 17 June 2016
Q. Letter of – Op IMPACT Amendment, 22 November 2016
R. CDS Letter to Commander CJOC – Op IMPACT – Evolution of the CJTF-OIR Campaign, 7 December 2016

SITUATION

1. General

a. By targeting key the Canadian Armed Forces (CAF) can significantly assist the ongoing efforts of the Coalition to support the Iraqi Security Forces (ISF) in countering this threat. Accordingly, Annex KK provides guidance on the operational target development activities to be conducted during Op IMPACT. The contents of this annex apply within the Op IMPACT Joint Operations Area (JOA). The information contained herein supersedes that of reference P.

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b. Scope. The previous targeting annex detailed the Chief of the Defence Staff (CDS) and Commander Canadian Joint Operations Command (Comd CJOC) as At reference O, on 9 November 2016, Comd CJOC under certain conditions which are detailed in following paragraphs. All other extant remain in place as detailed at reference A and in paragraph 6.b. herein. This targeting annex also identifies the framework for the conduct of target development within the Op IMPACT area of operations (AO), to include the conduct of as the means by which CJOC will validate for the purpose of to the Coalition for consideration, conducting This annex includes the main targeting development architecture, specific tasks related to target development applicable to staff at CJOC Headquarters (CJOC HQ), supporting commands (Canadian Forces Intelligence Command (CFINTCOM)) and JTF-I. Although there are theatre, the authorities to conduct them remain with Comd CJOC. Should the Government of Canada (GC) re-authorize CAF engagements as part of Op IMPACT, or authorizes it with assets not assigned to JTF-I, a separate order will be promulgated for each task that will include the engagement procedures and authorities. Additionally, at reference R, the CDS authorized the development of

Any such guidance will be promulgated in separate correspondence from the CDS through CJOC.

2. Higher/Superior Commanders Intent. The CAF will conduct targeting in support of coordinated Coalition activities against Enemy Forces, in order to contribute to the degradation and ultimate destruction

MISSION

3. No change.

EXECUTION

4. Concept of Targeting

a. Comd CJOC Intent for Targeting. CAF assigned to Op IMPACT will support Combined Joint Task Force – Operation INHERENT RESOLVE (CJTF-OIR) in their effort to disrupt and degrade Daesh ability to conduct and sustain offensive

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operations, and gather popular support by assisting in developing targets for the Coalition to engage. Targets developed o degrade Daesh capability and deny their freedom of maneuver. Targets developed ability to move combat power, resources, and fighters Throughout the JOA, target development of Daesh will assist the Coalition in their mission to degrade their All targets developed by CAF capabilities will be supported with sufficient all-source intelligence as defined herein. To achieve this, an All Source Intelligence Centre (ASIC) deployed to augment JTF-I and as one of their tasks, work collaboratively with the Coalition to support of CJTF-OIR targeting objectives. Although the Coalition will re-vet and re-validate CAF valid targets before engaging them, our national due diligence will be accomplished by conducting national vetting through

target to the Coalition. Should there be a requirement to conduct an engagement, as JTF-I has not be the task will be managed by CJOC HQ and will be captured in a specific task order which includes all engagement procedures and authorities.

b. Targeting Scheme of Manoeuvre (SoM). This operation will be conducted in five phases as per the main body of this order, understanding that the actual coalition campaign phasing will influence the conduct of phase four (Employment).

(1) Phase One – Warning. Complete.

(2) Phase Two – Preparation. Complete.

(3) Phase Three – Deployment. Complete.

(4) Phase Four – Employment. The main effort of this phase is focused on the planning and execution of effective operations. This includes the provision of intelligence and targeting support to Comd CJOC, Comd JTF-I, and both HQ staffs. Integration into broader Coalition targeting processes will be vital. Phase Four will also see n order to degrade Daesh. From a planning perspective, this has become a sustained operation. As a result, concurrent with employment, the focus will be on the force generation process as well as the planning and conduct of individual and collective training for follow-on rotations.

(5) Phase Five – Re-deployment. Phase Five will be executed on order. During this phase, the main effort will be the transfer or repatriation of all targeting documentation and material to follow-on forces or to CJOC HQ, as may be directed. National reach-back will again become imperative as deployed forces will be focused on passage of information, operational

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lessons learned, decommissioning of equipment and conducting rotations back to Canada.

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c. Targeting Objectives & Activities

(1) are contained in reference A.

In addition,

in hostilities. In accordance with reference D, military objectives are limited to those objects that, by their nature, location, purpose or use, make an effective contribution to military action, and whose partial destruction, capture or neutralisation, in the circumstances ruling at the time, offers a definite military advantage. In terms of

a direct part in hostilities (DPH) are legitimate military targets.

scrutinise the pre-planned operations of the Coalition forces that intend to engage CAF nominated targets, and to support their operations in accordance with the requirements of this annex. For deployed Canadian JTF-I targeting staff, due regard must be given to applicable Coalition targeting procedures. However, in all cases where the Coalition and the CAF interpretation of targeting direction and procedures are at variance, the most restrictive will apply. JTF-I targeting staff must have access to the most recent Coalition Standard Operating Procedures (SOPs) and targeting direction. Canadian targeting staffs employed in Coalition HQs are to ensure that their decisions and staff activities are always conducted in accordance with Canadian Rules of Engagement (ROE), applicable Canadian laws, regulations and the Canadian interpretation of LOAC.

d. Targeting Main Effort. The main effort for Op IMPACT is deliberate target development support to disrupt and degrade Daesh ability to conduct and sustain offensive operations.

e. Targeting End State. The deployed CAF targeting capabilities have supported CJTF-OIR in meeting their targeting objectives to disrupt and degrade Daesh ability to conduct and sustain offensive operations within the designated Op IMPACT JOA.

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5. Groupings and Tasks. In addition to the tasks listed at Annex C, the following targeting tasks include:

a. JTF-I

(1) Plan and coordinate, within the authority specified in this annex, the for CJTF-OIR with assigned assets;

(2) Coordinate the and materials of CAF nominated targets (both before and after target engagement);

(3) Be the single point of entry to CJTF-OIR to coordinate and de-conflict CAF targets that are being considered for development with the Coalition;

(4) Pass details of all planned and engaged CAF nominated targets to CJOC for incorporation into the strategic assessment;

(5) Report to CJOC on a regular basis the details of CJTF-OIR ongoing and planned operations as well as a listing any Coalition operational targeting issues;

(6) Supervise and coordinate the activities of assigned liaison officers in support of targeting, including attendance and reporting on CJTF-OIR

and any other targeting related meetings;

(7) Upload all CAF developed webpage, or (see Annex D) - if needed - and archive copies in accordance with (IAW) Information Management (IM) instructions provided by Information Management Officer (IMO);

(8) Be prepared to (BPT) draft the initial CAF Public Affairs (PA) message(s) should a link be made between a Coalition engagement on a target that was developed and nominated by the CAF as part of the Coalition post-engagement consequence management process;

(9) Participate in the CJTF-OIR IAW the level of authority described in coordinating instructions;

(10) Participate in the CJOC HQ IAW the level of authority described in coordinating instructions;

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(11) Brief changes to Comd CJTF-OIR targeting guidance, priorities, and tasks and provide a targeting overview brief at all CJOC HQ

(12) Produce and maintain within JTF-I targeting areas of responsibility as directed by CJTF-OIR;

(13) BPT support consequence management with CJOC HQ;

(14) Coordinate the availability of a JTF-I/Canadian member to present Canadian targets at the Coalition as required; and

(15) Validate only those within your delegated

b. CJOC HQ

(1) J2

(a) Provide

(b) Responsible for

(c) Conduct the vetting quality control (Vetting QC) requirements on JTF-I

(d) Coordinate CAF target vetting with CFINTCOM;

(e) Conduct and coordinate CAF in support of Op IMPACT;

(f) Coordinate and prioritize intelligence support for Op IMPACT;

(g) Assist the Coalition in the development of the Daesh

(h) In coordination with J5, identify and prioritize target systems to focus target development efforts in support of Op IMPACT;

(i) Recommend to J5, and that will support CAF/CJOC objectives;

(j) Ensure all CJOC advisors receive an e-copy of any forwarded to CJOC after QC, when forwarding to CFINTCOM for vetting;

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(k) Immediately upon completion of vetting, obtain the appropriate CJOC advisor's signatures and hand the for the conduct of the as required;

(l) Participate in all CJOC

(m) Establish, oversee, and provide the secretariat for the Op IMPACT and

(n) Liaise and coordinate with Canadian Forces Warfare Centre (CFWC) to ensure current JTF-I targeting SOPs and formats are captured for training purposes and lessons learned.

(2) J3

(a) Responsible for tracking CAF nominated targets occurred and coordinating any actions needed to support the Coalition in any investigations or post-engagement reporting;

(b) Conduct CJOC s of vetting, as required to validate and approve a nomination to the Coalition;

(c) Establish and provide the secretariat for the Op IMPACT

(d) Provide theatre specific targeting updates;

(e) Track the CJTF-OIR targeting objectives and tactical tasks and BPT to brief changes to key CJOC leaders;

(f) BPT undertake consequence management; and

(g) BPT coordinate any should the requirement arise and is authorized by the CDS, to achieve national targeting objectives as directed by the GC.

(3) J5

(a) Responsible for developing and managing the Op IMPACT Operational Assessment – to include the impact that the targets the CAF develops in support of the Coalition is having on the wider Campaign;

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(b) In conjunction with J2, identify and prioritize targets and target systems for target development based on the operational assessments; and

(c) In coordination with JTF-I, track the CJTF-OIR targeting objectives and tactical tasks and BPT to brief changes to key CJOC leaders.

(4) J9

(a) Coordinate Key Leader Engagement, Civil Military Cooperation (CIMIC), and subject matter expertise in support of JTF-I requirements and/or CJOC Public Affairs messaging, when required;

(b) BPT support consequence management; and

(c) BPT success.

(5) PA

(a) Provide public affairs advice to the

(b) Prepare the information environment in support of CAF target development efforts;

(c) Synchronize efforts with information activity enablers in order to (IOT) enhance message distribution with key audiences;

(d) Build situational awareness (SA) by coord with J2 for media, social media and audience analyses;

(e) In line with strategic-level PA guidance and in coordination with information activities functions, develop appropriate communications products to explain CAF role in supporting CJTF-OIR;

(f) Identify and manage communications course of action (COA) accordingly;

(g) Review all submitted to CJOC;

(h) In the event the Public Affairs Officer (PAO) does not concur with validating a ttend the and present your rationale;

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(i) Identify and highlight information opportunities stemming from Coalition engagement of a CAF developed target and develop PA COA accordingly; and

(j) Assess the effects of communication engagements on audiences IOT identify future PA priorities of effort.

(7) Policy Advisor (POLAD)

(a) Provide policy advice to the messaging, as required;

(b) Review all submitted to CJOC;

(c) In the event POLAD does not concur with validation of a attend the and present their rationale;

(d) BPT support consequence management; and

(e) Liaise/coordinate with ADM(Pol) on sensitive targeting issues as required.

(8) CFWC. Provide targeting training and mentorship/advice to CAF personnel deploying on or supporting Op IMPACT.

(9) CFINTCOM

(a) All targets that are developed by CAF to the will be vetted by CFINTCOM and other Canadian Intelligence Community stakeholders, as applicable. CFINTCOM is to be operationally responsive to requests for target vetting and are to provide updates on all targets to CJOC HQ J2 as Op IMPACT targets progress through the process. Once vetted, targets will be presented for Comd CJOC or Comd JTF-I to CJTF-OIR; and

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(b) Participate in the CJOC Op IMPACT ' (battle rhythm).

6. Coordinating Instructions

a. Level of Participation in Coalition & CAF Targeting Process:

(1) CJOC Targeting Process. Although depicted at Figure 1, the is not considered a CJOC required and as such, the decision to conduct a is at the discretion of Comd JTF-I.

(2) Coalition Targeting Process. As described later in the subsequent coordinating instruction, the CAF monitors and participates in specific portions of the as detailed on the following page.

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(3) CAF Level of Participation within the The following matrix described in Figure 1, highlights the aspects of the CJTF-OIR that CJOC HQ and JTF-I will participate in:

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c. . The following are authorised for development, subject to applicable LOAC:

(1) CAF in support of Op IMPACT should focus on the following:

(a)

(b)

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(c)

(d)

(e)

(f)

(g)

(h)

(2) CAF support of Op IMPACT should focus on the following:

(a)

(b)

(c)

(d)

(e)

d. Coalition Targeting Caveat. Coalition targeting directives may require additional procedures to be conducted with respect to targeting authorities. JTF-I will inform CJOC of any requirement to implement additional procedures which will be promulgated separately by CJOC, as required.

e. Commander's Critical Information Requirements (CCIR) on Targeting:

(1)

(2)

(3)

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(4)

(5)

f.

g.

Although there are currently resourced to JTF-I, the authorities to conduct them reside with GC. Should the requirement to conduct arise and it is authorized by the GC/CDS, CJOC HQ will conduct the necessary de-confliction through JTF-I and/or directly with USCENTCOM, and issue the appropriate task order to the assigned CAF capability which will include all pertinent engagement processes, reporting procedures to be followed, and delegated authorities. In these instances, there are S with up to and including

h. Embedded CAF Member with Allies. There are no restrictions on embedded CAF members working within Allied HQ in target development or operational planning where the target or operation has a However, all CAF members, unless pre-authorized by the CDS for their specific duties, are with the exception of personnel involved with engagements executed under defence of friendly forces. Any and all requests for CAF members to participate are to follow the

i. JTF-I Theatre Targeting Update Briefs. At a minimum, the following information is to be briefed at the CJOC HQ JTWG and JTCB:

(1) Changes in CJTF-OIR Theatre Targeting Guidance;

(2) Updates to CJTF-OIR Targeting Tasks;

(3) Updates to CJTF-OIR Targeting Priorities;

(4) Update on status of Op IMPACT targets in development; and

(5) Discuss any targeting issues or concerns that require CJOC HQ support.

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j. Composition. At a minimum, the is needed to review target development nominations prior to being submitted to the CJOC should include the following:

(1)

(2)

(3)

(4)

(5)

(6)

(7)

Note: When personnel restraints preclude a dedicated individual from performing the duties of the secretary, it is acceptable for an advisor to perform the duties of the secretary.

k. Target Development. The JTF-I target development process shall include the national vetting and validation of all JTF-I shall apply as a baseline, the standards found in references K to N and completed in three stages as follows:

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l. Targeting Database. CJOC CJ2T staff is responsible for inputting all CAF developed targets into following a quality control check.

m. Electronic Target Folders (ETFs). JTF-I will utilize SharePoint to create ETFs for each target that is developed by CAF agencies supporting or deployed on Op IMPACT. Each target's details shall be contained in an ETF and populated with the relevant Microsoft office products containing target information shall be included in the target folders as they are required for briefing purposes. All target-related intelligence must be retained post-conflict for audit purposes IAW references O and P. JTF-I is responsible for creating and maintaining target ETFs on SharePoint for Op IMPACT.

n. Candidate Target Process for National Vetting/Validation

(1) JTF-I ASIC ; recommended by theatre for national vetting and validation **will** be stored in the ETF on the JTF-I SharePoint. Once a target is ready for national vetting, a notification email will be sent to CJOC J2T Targets informing them of the pending request for vetting/validation. documents transferred via email notification message must include:

(a) A copy of the intermediate will be passed via email;

(b) All supporting intelligence documentation; and

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(c) A CJOC HQ approved Request to Validate and Release briefing format, found at Appendix 1.

(2)

(3) CJOC POLAD and PAO will indicate concur, non-concur, or concur with comment to J2T Targets of receipt of the ETF;

(4) Upon return from vetting the is reviewed by CJOC J2 to determine the appropriate . If the remains at CJOC, J3 JTE will conduct a with the appropriate If the falls within the of Comd JTF-I, the will be returned by CJOC J2 to JTF-I for validation and nomination to the Coalition;

(5) With CJOC J3 concurrence, CJOC J3 JTE will process and schedule the or inclusion at a CJOC for coordination across Command advisors and CJOC J3. CJOC J3 JTE, supported by CJOC J2T and LEGAD will conduct a deskside with Comd CJOC or an authorized and approval for release to CJTF-OIR. POLAD and PAO will only attend when they return a vote of non-concur; and

(6) The Comd CJOC approved target for release is returned to JTF-I ASIC for nomination to CJTF-OIR.

o. National Vetting Responsibilities. The purpose of the national vetting process is to engage the intelligence community (IC) in order to verify the as well as provide a mechanism for the IC to notify the joint force of any IAW reference F, national vetting will take place when the joint force (CJOC) sends a vetting request to CFINTCOM who will conduct the vetting and contact the IC for input.

p. CJOC J2T Targets Pre-Vetting Responsibilities

(1) Target ID and the use of appropriate naming convention as per MIDB conventions;

(2) Target location;

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(4) Target description;

(5) Target significance focused on the significance of the target considering the system;

(6)

(7)

(8) Identification of nearest collateral concern by functional description, distance, and direction from the target; and

(9) Forward the electronic to CJOC J3 JTE and CJOC advisors.

q. CFINTCOM National Vetting Responsibilities

(1) Contact the Canadian Intelligence Community (CAN IC);

(2) Verify and assess:

(a) The accuracy of the supporting intelligence to establish a

(b)

(c)

r. National Vetting Message Votes. Vetting agencies should reply to the vetting request with votes. Agencies vote on the accuracy within their intelligence discipline.
concerns.
process. Agencies will cast their votes via text in an email and will state one of the following votes:

(1) Concur. The agency agrees with the

(2) Concur with Comments. The agency concurs with the

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(3) Abstain. The agency does not have any expertise on the target type or intelligence available to check the accuracy of the

(4) Non-concur. The agency disagrees with and must include rationale for this vote.

s. National Validation

(1) Op IMPACT Validation Authority. IAW reference A, Comd CJOC is a for Op IMPACT and may further At reference Q, Comd CJOC Comd JTF-I with the exception of for which any of the following conditions exist:

(a) The determined to be in nature;

(b) The s not supported by any individual JTF-I or CJOC advisor;

(c) The s under consideration for assets; and/or

(d) The receives a from CFINTCOM.

(2) Validation of Canadian Developed Targets. Prior to any target being submitted to CJTF-OIR for consideration, it will go through the Op IMPACT CJOC J2T will ensure that any Canadian developed targets that were Comd CJOC are passed to JTF-I and logged in the target tracker.

(3) Intelligence Threshold for National Validation s per reference A, a target requires from at and is consistent with authorized military objectives. "

Intelligence reporting that supports a target must be made available to a CAF reviewer. Any reports that because they are or are . Based on target development should

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(4) At reference O, Strategic Joint Staff (SJS) Strategic Targeting confirmed that is not to be understood or interpreted to place efforts as it is only through development that a can be adequately ascertained. The aforementioned statement should not be taken as direction to , but simply as clarification that the requirement to but not for its development or nomination. Should CJOC conduct and the object of the CJOC HQ will staff to the appropriate As JTF-I efforts are focused on and should a target be it should be mentioned in the applicable brief as collateral considerations for approvals but do not require o develop and/or nominate the target to the CJTF-OIR.

(5) Release of Source Materials. JTF-I ASIC level. During target development, supporting will eventually require as required in order to facilitate presentation and eventual releasability to at the Coalition TF-I ASIC will request requests to CJTF-OIR CJ2T or through CJOC J2T Targets.

(6) Target List Management . CJOC J2T Targets will conduct in coordination with and CJTF-OIR, including the monitoring of current s and the

t. Employment of

(1) Strategic Communications (StratCom). CAF StratCom are to be o Op IMPACT, and where possible, the broader Coalition StratCom Plan. In consultation with SJS, CJOC PA is to make recommendations to ADM(PA) on the employment of applicable aspects of CJOC PA that support delivery of the nd the achievement of strategic military objectives. Op IMPACT StratCom policy and recommendations must be approved by ADM(Pol) and ADM(PA).

(2) Information Related Capabilities (IRC). which can be employed to create desired effects of a . upon targets or Authority t and the adversary with

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IRC is linked to and for this reason the with IRC will be controlled by an appropriate

(3) Information Related Capabilities. For IRC, when the effects on a target cannot be clearly is the CDS; when the is Comd CJOC; and when the Comd JTF-I is the

(4) Information Operations (IO). All IO capabilities will adhere to reference A. IO planning must from the

(5) Cyber. CAF Cyber Operations policy is defined at reference G. Additional details applicable to the conduct of Cyber Operations will be issued as required upon promulgation of further cyber policies.

(6) Estimate. By its nature, estimating the within a is more complex, although the underlying rationale and requirement to conduct due diligence in this regard is still required. Before committing to a where it is assessed nust be satisfied that all reasonable means of minimising ıave been used and the intended ɔmplies with applicable ROE and the LOAC.

u. Significant Incident Report (SIR). A Significant Incident (SI) is defined as any incident that could cause concern for DND, the CAF or the MND. JTF-I is to err on the side of caution and submit a SIR if they believe that an event could cause concern to any of the aforementioned.

v.

(1) Legal Authority to Conduct Targeting i The legal principles and guidance contained within reference A remain extant for Op IMPACT targeting activities. The domestic legal basis of Op IMPACT is the exercise of the Crown Prerogative by the GC, authorizing the CAF to deploy in support of Coalition efforts to counter Daesh The international legal basis for CAF operations Host nation (HN) consent is widely recognized in international law, thereby authorizing CAF presence in Iraq, and CAF operations must respect the parameters of the GoI consent. CAF operations are based on attacks by Daesh

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Pages 708 to / à 710

are withheld pursuant to sections

sont retenues en vertu des articles

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of the Access to Information Act

de la Loi sur l'accès à l'information

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w. Policy Considerations and Support to CAF Targeting. The following policy considerations in support of CAF targeting are provided:

(1) Role of the POLAD in Targeting. POLAD will be integrated into the targeting process in order to advise commanders and their staffs of strategic policy implications, and potential second and third-order consequences. Working closely with the LEGAD and the PAO, the POLAD remains mindful of legal and public affairs considerations, and

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also considers wider domestic, regional and potentially international implications of how such a strike might be perceived. POLAD will maintain detailed awareness of targets selected for engagement – and will advise commanders and their staff on any policy concerns with a target. POLAD will also works with PAO in developing strategic communications products for higher HQ.

(2) POLAD Participation in POLAD is the principal Policy Advisor to the commander for in both dynamic and deliberate targeting situations.

(3) POLAD Considerations on Targeting. POLAD shall consider the following in the execution of his or her targeting-related duties:

(a) Consistency with Canadian government policy;

(b) The potential for adverse domestic Canadian effects or international/diplomatic effects on strategic Canadian relationships, as well as their possible strategic effects on the Force;

(c) Considerations related to the post-conflict use or disposition of any target, as engaging legally and operationally valid targets may not be advisable if the consequences of doing so would create liabilities or unforeseen adverse diplomatic or political consequences for Canada;

(d) The risk and consequence of incurring unintended collateral damage (CD) to local or international perceptions for Canada or the Force, for example aggravating the flow of internally displaced persons, or having adverse humanitarian repercussions or environmental consequences; and

(e) The risk and consequence of incurring any unintended effects on a case by case basis that may not be captured by any of the points above.

x. Public Affairs Considerations and Support to CAF Targeting

(1) Role of the PAO in Targeting. PA must be integrated in the targeting process to be able to advise commanders and their staff of risks and opportunities related to engagement of targets PA COA to take, which may be required in anticipation of given sensitive targets. PAO are actively involved in targeting at the to assist commanders and their staff in their execution of the mission. PAOs gather situational awareness and rationale on the targets selected for engagement.

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Media Response Lines (MRLs) and Key Messages are drafted, and advice is given when preparing designated spokespersons. Higher HQ PAOs are kept informed, and OPSEC must be applied diligently at all times when communicating with the media or the public. Deployed PAO produce a summary of possible PA implications and advise higher HQ. A Messages Matrix providing pre-approved messages should be prepared for use immediately after a strike takes place, as required.

(2) PA Considerations on Targeting. PA should consider the following:

(a) Indication of unforeseen consequences of potential collateral damage (CD) on communication actions/public opinion;

(b) Likely effect of the attack/engagement in the information environment;

(c) Identify opportunities to show enemy actions that would contribute to strengthen Coalition and GoI narrative;

(d) The potential for adverse local or international public sentiment, and potential public relations issues, as well as their possible operational or strategic effects on the Force;

(e) The risk or opportunities and consequence of incurring unintended effects;

(f) PA actions required to respond to consequences of unintended effects with appropriate audiences;

(g) Possible PA COA to take, identify the main message and important facts to communicate; and

(h) Preferred PA approach, required PA products and spokesperson to support the selected PA COA.

y. Oversight and Risk Mitigation. All targeting staff are to plan for and implement appropriate oversight and risk mitigation strategies applicable to their planned targeting activities.

z. Staff Assistance Visits (SAV). For each rotation CJOC will conduct a Command Targeting SAV 60 days following the OPRED declaration of JTF-I. The CJOC Targeting SAV will be conducted by a multi-disciplinary team from CJOC J3 and J2 as well as other staff, as appropriate. The SAV intent will be to confirm the evolution of the coalition processes, the relevancy of CAF targeting direction, and export any lessons learned that could be used either by the CFWC for the development of Canadian doctrine or for CJOC direction related to theatre or

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mission specific training needed for the follow-on rotation. In addition, the report will be used to confirm the in-theatre targeting enterprise and make recommendations to both Comd JTF-I and Comd CJOC that would make the process more effective and/or efficient.

SERVICE SUPPORT

COMMAND AND SIGNALS

8. Command and Control. No change.

9. Targeting Information Management and Information Technology Architecture:

   a. Network of Work. As an interim measure, all targeting products will be created and stored on the Op IMPACT Targeting SharePoint page managed by JTF-I. All Op IMPACT targeting stakeholders (CFINTCOM Target Cell and CJOC JTE) will be provided read/write access.

   b. Secure Voice Communications. As per Annex D, Appendix 6.

   c. Video Teleconferencing. As per Annex D, Appendix 6.

10. Reporting

   a. Targeting Issues. JTF-I is to regularly brief any and all issues that require Comd CJOC or higher approval to resolve at the CJOC Care must be taken to ensure all efforts to resolve these issues are exhausted at a lower level prior to briefing to Comd CJOC.

   b. Lessons Learned Reporting. Lessons Learned or observations which have an immediate operational impact or which will change targeting tactics, techniques and procedures for individual or collective training focused on the next rotation must be reported to CJOC CFICC for onward distribution to key CJOC Command targeting stakeholders as required during the current operational tour.

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c. End Tour Report. All JTF-I targeting components will complete a separate Targeting End Tour Report that is to be included as an annex of the main JTF-I End Tour Report.

d. Annex KK Review. A review of Annex KK will be undertaken after every rotation in order to ensure currency of the annex and take into consideration lessons learned for the outgoing rotation.

11. Points of Contact. The primary point of contact for all reports and returns is the CFICC. The SWO can be reached 24/7 at 613-998-4136 or by CSNI email at +CFICC SWO@CJOC HQ@Ottawa-Hull or +CFICC Exped OWO@CJOC HQ@Ottawa-Hull. Additionally, the following CJOC POCs are provided:

a. Chief of Staff - Operations: MGen Seymour, 613-949-3159;

b. Deputy Chief of Operations (Expeditionary): Col Pearson, 613-945-2358;

c. Chief of Joint Targeting & Effects: LCol Therrien, 613-993-3340;

d. J2: Col Desjardins, 613-998-4411;

e. 613-998-4263;

f. J3: Col Ritchie, 613-945-2324;

g. J3-JTE: Maj Deneau, 613-949-3860;

h. J3-3-JTE: Maj Ireland, 613-993-6961;

i. J3 ROE: Maj Bolderheij, 613-998-4071;

j. J5-JTE: Maj Larose, 613-995-2931;

k. LEGAD: LCol Raymond, 613-945-2337;

l. POLAD (Middle East and North Africa): Ms. Higgins-Schlagel, 613-998-3707; and

m. Public Affairs: LCol Chamberlain, 613-945-2965.

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Commander Commandant

Joint Task Force - Iraq Operation IMPACT
Force Opérationnelle Interarmée - Iraq Opération IMPACT

3350 – Op IMPACT (J5)

13 December 2016

Distribution List

CTAT-J PROPOSAL JOR 16015 –
ADDITIONAL DEFENSIVE STORES

Reference: JTF-I CTAT JOR 16015 Project Review – PowerPoint Presentation, 5 December 2016

1. Please find enclosed a briefing note from the Canadian Training Assessment Team – Jordan (CTAT-J). The proposal requests that Global Affairs Canada (GAC) award a contract for the provision of defensive stores to the Jordanian Armed Forces (JAF) Combat Engineers to reinforce, replace, and upgrade portions of

2. I concur with the CTAT-J lead's recommendation to provide this assistance, as it will enable the JAF to

3. I endorse this proposal for further review from CJOC.

S.A. Brennan
Brigadier-General

Distribution List (page 2)

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BRIEFING NOTE FOR COMD CJOC

CTAT (J) PROPOSAL JOR 16007A EXPLOSIVE ORDNANCE DISPOSAL (EOD) AND COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) (
FOR JAF

References: A. CTAT (J) Proposal JOR 16007A, dated 24 Nov 16
B. CTAT (J) Proposal JOR 16007, dated 27 Sep 16

ISSUE

1. The purpose of this briefing note is to solicit Comd CJOC approval to to provide a basic Improvised Explosive Device Disposal (IEDD) operator course and equipment to JAF Engr Explosive Ordnance Disposal (EOD)/IEDD units, JAF Public Security Directorate (PSD, also called Gendarmerie), Police, and the General Intelligence Department in Jordan.

BACKGROUND

2. Due to the anticipated increased demand on Canadian Armed Forces EOD/IEDD capability, CJOC J Engr staff provided CTAT (J) with a response to Ref B which asked for CAF to provide EOD/C-IED instruction to JAF. After consultation with JAF staff, CTAT(J) supported this proposal and engaged in direct liaison with which had provided the initial quote used by the CJOC J Engr staff. The details from this discussion and the JTF-I supported resultant proposal are encapsulated in Ref A.

DISCUSSION

3. With an existent and the operators it is essential that the JAF be provided assistance quickly and to a recognized standard (NATO). The delivery of this training and initial equipment would meet the immediate needs of Jordan and set them up for success for future capability development. After review of Ref A and in consultation with J Engr and J 8 reps we support the following recommendations:

a. this initial training and provision of equipment from

b. Provide a small TAV of SMEs to assess the IEDD operator course (4 weeks +1 week of preparation) when delivered in 2017 to validate its potential for further use. At the same time this TAV will confirm the requirements and recommend the best way forward to complete all projects identified in Ref B. Timing of this TAV would be de-conflicted with other demands on CAF for eFP and PSO efforts; and

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c. J Engr staff also requested an additional TAV to conduct liaison/fact-finding with Med-Eng and with a proven track-record of delivering EOD/IEDD training to determine further options available to develop JAF EOD/IEDD capabilities.

4. It was highlighted by the J8 staff that the O&M for the TAV will come out of the allocated to CJOC to support CTAT O&M costs of this nature. However the cost of the and equipment will draw upon the dollars allocated to GAC through CTCBP.

RECOMMENDATION

5. It is recommended that Commander CJOC approve this proposal in order to submit the file to GAC as soon as possible.

Prepared By:	Maj K.T. Platt, J5 ME2, 2513
Reviewed by:	LCol L Aubin, J5 ME, 3653
Resp Branch Head:	Capt(N) M.D. Bowen, J5, 2905
Resp COS:	MGen W.F. Seymour, COS Ops, 4038
Resp Level 1:	LGen S.J. Bowes, Comd CJOC, 2299
Date:	08 Dec 16

List of Flags

Flag A – JTF-I Project Endorsement
Flag B – CTAT(J) Proposal JOR 16007A
Flag C – KIRINTEC Proposal and Quote

Approved / ~~Not Approved~~

MGEN

21 DEC 16

LGen S.J. Bowes
Comd CJOC

Date

FOR

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BRIEFING NOTE FOR COMD JTF-I

CTAT-J PROPOSAL JOR 16015
ADDITIONAL DEFENSIVE STORES REQUIREMENT

Refs: A. CTAT- J Proposal JOR 16002, submitted 12 Sep 16.
B. Meeting between LCol Nelson (CTAT-J Lead) and 1 Dec 16.

ISSUE

1. The purpose of this briefing note is to identify an opportunity for the Canadian Armed Forces to provide Additional Defensive Stores to JAF Combat Engineers to reinforce, replace and upgrade

BACKGROUND

2. In early September 16, it was identified by CTAT-J Lead that there was a requirement to supply the JAF Combat Engineers attached to the Border Guard Force (BGF) defensive stores in order for them to The proposal, reference A. was submitted 12 Sep 16 and is awaiting procurement and delivery. LCol Nelson met with the head Combat Engineer for the BGF, reference B. and confirmed an additional requirement for defensive stores exists. There are still many that have as well as areas requiring replacement due to disrepair or upgrade due to a lack of available stores. It is assessed that once

and additional defensive stores will assist in operations and contribute to the overall

DISCUSSION

3. JAF Combat Engineers only require the delivery of the defensive stores and therefore no Canadian TAV would be required to do any of the construction. The JAF Combat Engineers are very capable of completing the work to a high standard.

4. The following material is required:

a.

b.

c.

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JOR16015

Situation

- The Jordanian side is reinforced with however there are several areas

  JAF Cbt Engrs lack the Defensive Stores to complete the etc.

Requirement

- Def stores supplied by Canada for JAF Cbt Engrs to along the This is in addition to the request for Def Stores to cover

Canadian Deliverables

- as they will come with the delivery of Def Stores from JOR16002.
- Delivery must be flown into
- Delivery could be combined with the delivery of Def Stores from Proposal JOR16002 to maximize efficiency.

Cost

- IAW the UN Ops Budget from Def Stores Proposal JOR16002, approx.

Timeline

- Once delivered JAF Cbt Engrs will conduct repairs/replacement over several weeks. Canadian oversight is not required as the JAF Engrs have the required skillset to complete this task to a high standard.

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CTAT-J Project Proposal JOR16015 – Additional Defensive Stores
JTF-I Review Summary

Ser.	Criteria	OPI	Comment
1	Does the project enhance an enduring HN capability?	J3	
2	Is the project related to HN defence against regional threats and/or terrorism?	J3	
3	Does the CAF have the training capability to provide the required support? Is the project feasible?	J3 JEngr	
4	What are the FP requirements?	J3	
5	Is a Threat Assessment required due to the location/nature of the activity?	J2	
6	Could the project elicit a threat response from potential hostile/non-state actors operating within the project?	J2	
7	What is the support concept? Does the CAF have the ability to sustain the project?	J4	
8	Does it provide a uniquely Canadian solution?	J5	
9	What are the C2 requirements for this projects?	J5	
10	Does the projected cost fall within available identified resources?	J8	

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Annex B to
CAF CTAT-J CTCBP Proposal JOR 16015 (Additional Defensive Stores)

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MINUTE SHEET - NOTE DE SERVICE

DESIGNATION - DÉSIGNATION	SECURITY CLASSIFICATION - COTE DE SECURITÉ
SECRET	
FILE NO - No DE DOSSIER 3350-Op IMPACT	DATED - DATÉE 16 Dec 16

SUBJECT - SUJET

Third Location Decompression (TLD) – Op IMPACT Tactical Aviation Detachment Roto 3

REFERRED TO
TRANSMIS A

Comd (thru J1)

REMARKS - REMARQUES

Sir,

1. JTF-I TF Comd requests TLD approval for TAC AVN Det Roto 3 based in Iraq.

2. Flag synopsis:

A. BN for Comd CJOC – Third Location Decompression for TAC AVN DET dated 2 December 2016
B. CDIO 1000 series, Personnel Administration 1.3-12.D

3. As per Flag A, the TAC AVN Det is a front-line high tempo mobility and re-supply unit that supports Task Force 66 and other coalition forces in close proximity to volatile enemy positions near and The risk of attack while operating in an unpredictable environment is a stress that the TAC AVN members are confronted with daily. Current hardship and risk assessment rates (Feb 15) are at four and three respectively. TF Comd assessed that TLD is warranted and that its approval would greatly benefit TAC AVN members in their redeployment and reintegration process.

4. TLD is a key component to the Road to Mental Readiness program administered by the CFHS. Over the course of the TLD program, TAC AVN personnel will undergo at least two 4-hour sessions over a two-day period, where trained health services staff will provide information pertaining to the physiological effects of stress, the physiological decompression process, as well as effective reintegration strategies when returning home from their deployment.

5. In accordance with Flag B, Comd CJOC is approval authority for TLD. If granted, the intent would be to conduct two TLD sessions in Madrid, Spain 10 and 22 Jan 17 respectively for 50 TF members. This TLD location has proven successful for Op CALUMET ROTO 2016A members from 03-09 Oct 16 and will be used for upcoming Op IMPACT MLT CPT/CJTF-OIR and Op ADDENDA members.

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6. This request meets the criteria listed in Flag B. Recommend supporting TLD for TAC AVN Roto 3 Det and furtherance through CoC for CJOC Comd approval.

C. Riffou
Maj
J1 Exped Ops 1
945-2200

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3350-Op IMPACT (J1)

BRIEFING NOTE FOR COMD CJOC

THIRD LOCATION DECOMPRESSION FOR TAC AVN DET

References: A. CDIO 1000 series, Personnel Administration 1.3-1.2.D
B. Tactical Aviation Detachment /TLD Briefing Note for COMD (enclosed)

ISSUE

1. The purpose of this briefing note is to request Comd CJOC's approval for TLD for ROTO 3 Tac Avn Det

BACKGROUND

2. Since Tac Avn Det's arrival on 20 September 16, their main effort has been on re-supply and mobility missions in support of Task Force 66. It has been noted that Tac Avn Det has flown 71 successful missions, carried approximately 22000 lbs of cargo and 470 passengers from October 2016 to present. Further, Tac Avn Det is currently flying up to 85 hrs per30 day period which places an inordinate amount of stress on aircrew.

3. Members of Tac Avn Det have experienced an arduous operational tempo with numerous tasks which places them near the forward line of own troops and landing close to highly volatile enemy positions like KDL north of The risk of attack while operating in an unpredictable environment is a stress that Tac Avn members have been confronted with daily.

DISCUSSION

4. The purpose of decompression is to provide a safe environment, outside the operational theatre for CAF members to collectively decompress, rebuild interpersonal skills, and examine coping mechanisms necessary for their return to Canada. Further, decompression has the potential to significantly improve CAF member's quality of life and assist the entire family through the sometimes difficult transition back to normal life.

5. The events leading up to and including the deployment of Tac Avn Det intc has represented a period of intense stress from which members have not had a chance to decompress. Further, their increased operational tempo resulted in personnel not having been granted HLTA. This coupled with the fact that members work and live in an elevated threat area meets the criteria listed at reference A.

6. It is my assessment that Tac Avn Det members has endured numerous stresses associated with constant threats of danger over unstable environments for an extended period of time. Members trained, worked and supported one another before and during this roto. TLD would greatly benefit this cohesive unit, facilitate closure and prepare members for their return home.

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CONCLUSION

7. Recommend Comd CJOC approve TLD for Tac Hel for a period of at least three days. Funding for the TLD would be through Operational Fund Account (OFA).

Prepared by:
Reviewed by:
Reviewed by:
Recommended by:
Prepared for: LGen S.J. Bowes, Comd CJOC

Date Prepared: 2 December 2016

Enclosure: 1

Approved/~~Not Approved~~

S.J. Bowes
LGen
Comd CJOC

Date

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Office of the Commander
Air Task Force – Iraq
Op IMPACT

Cabinet du Commandant
Force Opérationnelle Aérienne – Iraq
Op IMPACT

BRIEFING NOTE FOR COMD JTF-I
THIRD LOCATION DECOMPRESSION
FOR TACTICAL AVIATION DETACHMENT

Reference: Briefing Note to ATF-I for JTF-I Support. Issue: Third Location Decompression (TLD) for members of the Tac Avn Det

AIM

1. To request a Third Location Decompression (TLD) for the Tactical Aviation Detachment (Tac Avn Det).

BACKGROUND

2. The Tac Avn Det arrived in on 21 September 2016, replacing 427 SOA. Their operational tempo from the start of their deployment has been intense. They have conducted operations daily since their arrival and have met all tasked missions. They are expected to fly throughout the day and night in areas close to the KDL, north of as well as .

3. The Tac Avn Det's assigned taskings are Tactical Airlift, Command and Liaison (C&L) and CASEVAC in-extremis. They conduct re-supply and mobility missions in support of Task Force 66 and the rest of the Coalition in areas close to the forward operating line of own troops, which places an inordinate amount of stress on the aircrew. The Tac Avn Det mission has proven to be risky and challenging due to flying and landing close to enemy positions in an evolving and dangerous environment. These are the inherent risks associated with their mission, however, even back at the camp the Tac Avn members are not able to decompress. Camp s located in a low risk area but is still only 30 kilometres from known camps. The ops tempo combined with the mere thought of constantly being so close to lines have had emotional and psychological effects on these members.

DISCUSSION

4. The current location for the Tac Avn Det members to decompress is which is also their operational working area. This practice does not meet the TLD reintegration program's objective, due to the fact that members are still in the same stressful

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environment. The unit has flown 71 missions, have carried 21,565 lbs of cargo, and 470 passengers from 6 October 2016 Oct to present, typically flying up to 85 hrs/30 day period, which has been an extraordinary challenge. When returning from these long missions, it is imperative that the crews have adequate rest and relaxation; however, they often suffer from day and night fatigue. does not provide a suitable environment to unwind following this high operational tempo. Furthermore, the transition phase, at the end of the deployment, is not conducted in a structured environment to allow members to prepare themselves to return to a normal life when they arrive back in Canada. The transition from the deployed environment to the home environment represents an enormous change for those members who are away from home for a long period of time and can present challenges, both mentally and physically, if not done properly.

5. Elongated periods of time in a threatening and perilous environment, such as the KDL near and indubitably elevates stress levels for the Tac Avn Det members and support elements. Their mission is conducted in an unpredictable environment, where potential attacks may arise at any time. This risk of attacks is a stress factor that members are confronted with daily.

6. Attacks on Kirkuk and Sulamaniyah have had a psychological impact on the Tac Avn Det, because similar events could be repeated in To maximize protection for the Tac Avn Det, all members must remain in a secure area within the EIA. The members of the Tac Avn Det are thus confined to the EIA for the whole deployment which is not conducive to proper rest and relaxation.

7. Although technology has allowed members to communicate back home with friends and family, these members are exposed to Espionage. These threats impact the security of infrastructure, unclassified computer systems, and personal family communication (through the use of internet or telephone services).

8. Members of this (Tac Avn Det) rotation were also part of the pre-deployment to The laborious planning cycles that have been experienced with members deploying on very short notice has added stress to the mission and reduced the rest and refit time for the air and ground crews. As well, the time spent conducting aircraft preparation and readiness for the mission before leaving Canada contributed to a more demanding deployment.

CONCLUSION

9. is not an ideal location for a TLD for the Tac Avn Det who is facing constant stress in a high op tempo and danger zone. An acceptable time for a TLD would be a minimum of three days outside These members will have completed four to six months of high op tempo in a medium to low threat environment. This would

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enable them to make a smooth transition into normal daily life. More importantly, time away from the high op tempo will give them enough time to recover from this demanding mission. Finally, this will also enable them to receive formal training and education on R2MR to address any potential issues/problems they may face upon returning home.

RECOMMENDATION

10. It is recommended that Tac Avn Det members have a TLD phase outside the proximity of

Prepared By:
Reviewed By
Reviewed By
Reviewed By
Prepared For

Date prepared: 2 December 2016

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major work related transition issues, which will have an impact on their personnel as they return from their deployment to routine garrison activity. The resources available to Reserve Force members through their Canadian Forces Liaison Council Unit Employer Support Representative can be found at http://www.cflc.forces.gc.ca/ and should be included in this briefing. and

c. Medical/Mental/Health Care Briefings. This briefing should cover all issues related to potential medical/mental/health care issues. Subject matter experts for such issues as potential medical/psychological concerns, environmental health concerns, Operational Stress Injury (OSI) and other significant events experienced during the deployment should be consulted and/or provide the briefings. Depending on the mission, a separate briefing dealing with OSI may be necessary. TF Comd should consider the requirement for one-on-one interviews with all or selected members to be conducted by a padre, social worker or mental health specialist depending on the need and/or resources available in theatre. Additionally, the added stresses experienced by augmentees and Reserve Force members, many of who will be returning to units, locations, jobs or academic institutions without any peer support and understanding of their deployment experience, require an additional briefing to help mitigate these unique concerns.

1.3-12.C Phase One (Bravo) – Families at Home

1. Concurrent to Phase One (Alpha), Deployment Support Groups, Area Support Units, Unit Rear Parties and Force Generator Mounting Bases should coordinate closely with Military Family Resource Centres (MFRCs) on their role during this phase and throughout the reintegration process. MFRCs have the means to run briefings for families of deployed members during the deployment and in preparation for their return. Feedback from the MFRCs on the concerns voiced by the deployed members' families and feedback from the deployed members should be an integral part of the respective briefings. The MFRC briefing should also make families aware of the programs, services and service providers available to them throughout the reintegration process should they feel the need for assistance.

1.3-12.D Phase Two – Decompression

1. It is recognized that personnel returning from a particularly difficult deployment may need time to achieve a sense of closure and prepare for their return home. For the purposes of this CDIO, decompression is a period of time intended to provide CF members, who have undergone periods of prolonged and/or intense stress during an operational deployment, with a period of rest and relaxation at a location away from the operational theatre before they return home and are faced with reintegrating with their families and community. TF Comds are to assess the impact of the deployment on their personnel and consider decompression at a third location in their reintegration plan. CDIO 1.3-12 Annex C details direction with respect to the establishment of a Third Location Decompression (TLD) Centre if one is deemed necessary.

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a. Criteria to be Considered. In order to ensure a consistent set of criteria are used by all TF Comd and their staffs when making the recommendation to CEFCOM J1 for Comd CEFCOM approval of the requirement for or against a Phase Two – Decompression at a Third Location, the following criteria will be considered:

(1) level of hardship, risk and Op tempo;

(2) mission mandate;

(3) living and working conditions;

(4) the extent and impact of actual or potential traumatic incident(s);

(5) the length of time and frequency personnel have been away from their home unit location;

(6) whether or not R&R/mission leave were granted;

(7) the ability to communicate with family; and

(8) the benefits of keeping deployed members together to facilitate closure and preparation to return home.

Note – When a decompression program prior to returning home is not possible or practical then returning personnel shall be afforded a Partial Workday Program as detailed below. As detailed in CDIO 1.3-7.D the Partial Workday Program may be conducted in conjunction with a decompression program or in lieu of one.

b. Structure. For many TFs a single decompression solution may not meet all the requirements for their returning personnel. A variety of solutions exist that may address the decompression requirement:

(1) Individual Briefing. This program would consist of a short period of less than 24 hours where redeploying individuals would have access to one on one interviews with OSI counsellors to discuss their concerns and indentify any issues that may be developing. This is normally suitable for individuals rotating outside normal unit rotation periods.

(2) In Location Separation. This is done through the establishment of a secure isolation area in the area of operations where amenities and activities exist to facilitate the decompression program. This type of facility would normally cater to small groups/teams rotating outside the larger unit rotation cycle when a complete third location decompression centre cannot be cost effectively coordinated or considered.

(3) Third Location Decompression. When there is sufficient numbers of personnel and isolation, facilities and security to conduct the decompression activities that can not be provided in the AOR. This program should last a minimum of two days and include structured activities, peer group interaction and individual free time IAW the TF Comd intent.

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BRIEFING NOTE FOR CJOC COS OPS

RECOVERY OF CIVILAN DRESS CLOTHING ALLOWANCE FOR OP IMPACT ROTO 3 MLT CPT, LOE3

References: A. Briefing Note for Comd CJOC – Civilian Clothing Allowance for Op IMPACT LOE4 Canadian Training Assessment Team (CTAT) Staff in dated 02 August 2016 (enclosed)
B. Briefing Note for CJOC J3 - Civilian Clothing Allowance for Roto 3 Op IMPACT Ministerial Liaison Team (MLT) Staff dated 29 Apr 16 (enclosed)
C. CBI 205.57 - Civilian Dress Assistance Allowance (CDAA) (enclosed)

ISSUE

1. Op IMPACT CTATs as well as MLT nembers have mistakenly received both Civilian Dress Assistance Allowance (CDAA) and a lump sum reimbursement for civilian clothing while deployed. The allowance of funds for the same purpose through two different sources effectively doubles their entitlement.

BACKGROUND

2. CJOC J3 ME obtained CJOC COS Ops approval for the reimbursement of civilian clothing based on a vetted list for CTAT Jordan and Lebanon members (Flag A). This request was based on similar proposal for the MLT by CJOC J3 (Flag B). In both cases, the monthly CDAA scale of $103/month (Ref C) did not meet the expected requirements. As such, an alternate proposal of one-time lump sum reimbursement scheme was proposed and approved to allow team members to conduct required engagements in appropriate civilian attire while conforming to local Force Protection requirements. Unfortunately the CDAA remained in both civilian clothing proposals and was inadvertently enacted upon. CDAA subsequently ceased for all affected members effective 15 Nov 16.

DISCUSSION

3. Ref C para 205.57 (3)(a) states that unless the CDS otherwise directs, a member is not entitled to CDAA during the period of service in a theatre of operations in which civilian clothing is provided by the Crown or paid by the Crown. In both cases, the CTATs and MLT members were granted reimbursement for civilian clothing up to the sum of $2717.00 at the Crown's expense which negates the entitlement for CDAA. For CTAT members, recovery will be fixed at $155.00 per individual due to coincidental arrival in theatre. For MLT members, recovery will range from $350.00 to $595.00 per individual due to phased arrival in theatre.

RECOMMENDATION

4. Based on the delivery of the one-time lump sum reimbursement for civilian clothing to Op IMPACT CTATs and MLT members, it is recommended that CJOC COS Ops direct recovery incorrect payment of CDAA.

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Prepared By:	Maj C. Riffou. J1 Exped 1. 945-2200
Reviewed By:	Cdr C.T. Persson, J1 Ops O, 993-2971
Reviewed By:	LCol L.J. Mossop, J3 ME, 998-3768
Reviewed By:	Maj M.J. Hansen, COS Sp Coord 1, 993-5116
Reviewed By:	LCdr I.A. Bye, J8 Fin Ops, 945-2325
Resp Branch Head:	Capt(N) W.J. Quinn, J1, 945-2305
Date Prepared:	13 Dec 16

Flags:

Flag A – Briefing Note for Comd CJOC – Civilian Clothing Allowance for Op IMPACT LOE4 Canadian Training Assessment Team (CTAT) Staff in . and dated 02 August 2016

Flag B – Briefing Note for CJOC J3 - Civilian Clothing Allowance for Roto 3 Op IMPACT Ministerial Liaison Team (MLT) Staff dated 29 Apr 16

Flag C – CBI 205.57 - Civilian Dress Assistance Allowance (CDAA)

Approved / ~~Not Approved~~

MGen W.F. Seymour Date
CJOC COS Ops

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Chief of Staff
Support

Chef d'état-major
Soutien

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

CoS Ops

We stopped fwd & with the tms going fwd to purchase a lot of civ gear above the military scales of issue based upon the 'dress of the day' and lack of available local sources of supply. A mistake was made & members were also given clothing allowance.

Recommend recovery sooner than later.

20 Dec 16.

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BRIEFING NOTE FOR CJOC J3

CIVILIAN CLOTHING ALLOWANCE FOR ROTO 3 OP IMPACT MINISTERIAL LIAISON TEAM (MLT) STAFF

References: A. Policy regarding civilian dress assistance allowance (CDAA) CBI 205.57
B. MLT proposed civilian clothing list (enclosed)
C. Email from Maj Berger, COS Support Coord, 22 Apr 16 (enclosed)
D. COS Sp recommended civilian clothing list (enclosed)

ISSUE

1. The MLT is currently in the process of completing pre-deployment preparations for their mission in support of Op IMPACT. The MLT Director is proposing a civilian clothing allocation that will allow the team members to conduct required engagements in appropriate civilian attire, while also conforming to Force Protection requirements.

BACKGROUND

2. The MLT team begins deploying in a phased approach starting Mid-May 2016 and is currently comprised of 22 members. 6 of the members will be deploying for a 12 month period, with the remainder serving for 6 months in various support roles. All members of the team will have a requirement to wear civilian clothing in the conduct of their duties.

DISCUSSION

3. The civilian dress assistance allowance (CDAA) only provides each member on office duty with $103/mo (Ref A). The MLT Director has assessed that this amount is not adequate to meet the needs of his team based on their expected requirements.

4. CJOC COS Support staff has developed 3 potential courses of action (COAs) to support this request (Ref C), and they are outlined as follows:

a. ~~Monthly allowance (CDAA) is determined as sufficient, other missions are provided~~ with a monthly allowance for civilian clothing where they have to wear civilian including business suit.; No additional Funds be authorized;

b. Provide the MLT members with an upfront allowance to purchase items based on the vetted list.

c. Provide a 12 month advance of the civilian clothing allowance for initial purchase.

5. The MLT team has provided their proposed list of clothing for the upfront allowance (Ref B) along with the estimated costs associated with each item and quantities. The list has been revised by COS Sp staff (Ref D). Using previous deployment allowances as a reference for costing, considering inflation and based on the information available with regards to the details of the tasks, a rationalization of the proposed scaling was completed. Since 2012 none of the

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missions where civilian clothing is dress of the day, have received any benefits other than CDAA. COS Sp recommended option is COA 2, the total should not exceed $2.7K for all the positions required to leave camp and to participate in engagements. It is recommended that a detailed evaluation be completed after MLT reaches FOC to confirm the requirements for subsequent Rotos.

6. The upfront allowance comes with the following restrictions:

a. Purchase. All TF personnel identified to receive the allowance will be authorized to purchase the items once they have completed pre-deployment training. Each line item is identified for a specific maximum per item without taxes (GST, PST or HST), and an overall maximum for the entire purchase. No substitutions are permitted, nor are combining individual items' limits to augment other items. A copy of this BN to be attached to the claim to confirm authority for the reimbursement;

b. Reimbursement. Reimbursement is to be a one-time process, processed on a CF 52 General Allowance claim. Funding is under the Operations Funding Account;

c. Management. Normal care of the clothing is a personal responsibility, e.g. laundry. If items are destroyed through operations the items are to be replaced using CDAA allowance; and

d. Return. All items will be retained by the members.

RECOMMENDATION

6. As COA 1 and 3 are essentially the same (with one recommending an advance prior to deployment), and would not satisfy or mitigate the concerns of the MLT Director. COA 2 would allow for reimbursement, given the authorization of the list as an operational requirement. Total cost for this Roto, if COA 2 was supported is approx. $60K. The COS Sp proposed list appears to be a reasonable adjustment based on past precedent and inflations. It is recommended that COA 2 be supported with the caveats listed in para 6.

Approved ~~Not approved~~

Col M.C. Wright, J3

Prepared By: Maj J.E. Van Dyk, J3 Middle East-3
Reviewed By: LCol R.G. Bédard, J3 Middle East
Maj J-O. Berger, COS Sp Ops 1
LCdr A. Castelli, J1 Middle East
Maj N. Boisvert, J4 Ops Exped
Prepared For: Col M.C. Wright, J3

Date Prepared: 29 Apr 16

A0638621_5-000758

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Proposed Ministerial Liaison Team Civilian Clothing List

Allowance applicable to all members required at the engagements

Stock Code	Item Description	DV/Item	Quantity Entitlement
Business Attire			
20-0081026	Shirt, Men/Women's (Long Sleeve)	55.00	5
20-0072190	Business Suit (or female equivalent)	400.00	3
20-0081027	Necktie, Men's	32.00	4
20-0081028	Belt, trousers	32.00	1
20-0081029	Shoes Men/Women's (Dress shoes)	105.00	2
20-0081031	Garment bag	135.00	1
	Dress socks	9.00	5
	Total		**2025.00**
Business-Casual			
20-0081022	Trousers/Casual	75.00	2
20-0081023	Shirt, Casual (short or long sleeve)	55.00	2
20-0081024	Belt, Trousers (casual)	32.00	1
20-0081025	Shoes, comfort	105.00	1
20-AOL4355	Sports Jacket/Blazer	160.00	1
	Go bag, civilian	135.00	1
	Total		**692.00**
	Overall Total cost:		***2717.00***

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Proposed Ministerial Liaison Team Civilian Clothing Scale of Issue

Tier 1 – MLT Director, RSM, Liaison Officers and LCAs
Tier 2 – MLT Ex, Admin Support and Int O
Tier 3 – FP teams

Stock No	Item Description	DV/Item	Quantity Entitlement		
			Tier 1	Tier 2	Tier 3
Business Attire					
20-0081026	Shirt, Men/Women's (Long Sleeve)	70.00	5	3	TBD
20-0072190	Business Suit (or female equivalent)	800.00	3	1	TBD
20-0081027	Necktie, Men's	30.00	4	2	TBD
20-0081028	Belt, trousers	40.00	1	1	TBD
20-0081029	Shoes Men/Women's (Dress shoes)	150.00	2	1	TBD
20-0081031	Garment bag	200.00	1	1	TBD
	Dress socks	15.00	5	3	TBD
Business-Casual					
20-0081022	Trousers/Casual	75.00	2	2	TBD
20-0081023	Shirt, Casual (short or long sleeve)	75.00	2	2	TBD
20-0081024	Belt, Trousers (casual)	40.00	1	1	TBD
20-0081025	Shoes, comfort	175.00	1	1	TBD
20-AOL4355	Sports Jacket/Blazer	300.00	1	1	TBD
Utility					
20-0081012	Trouser, Utility	80.00	1	1	TBD
20-0081013	Shirt, Utility	75.00	2	2	TBD
20-A0L4363	Shirt, Fleece	70.00	1	1	TBD
20-0081014	Jacket, wet weather	260.00	1	1	TBD
20-A0L4358	Socks, hiking	15.00	3	3	TBD
20-0081021	Belt, trousers	40.00	1	1	TBD
	Kit bag, civilian	200.00	1	1	TBD
	Eye protection, civilian pattern	250.00	1	1	TBD
	Go bag, civilian	200.00	1	1	TBD

DRAFT

A0638621_7-000760

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Proposed CTAT Clothing Scale of issue

Stock Code	Item Description	DV/Item	Quantity Entitlement
20-0081026	Shirt, Men/Women's (Long sleeve)	$55.00	5
20-0072190	Business suit (or female equivalent)	$400.00	3
20-0081027	Necktie, Men's	$32.00	4
20-0081028	Belt, trousers	$32.00	1
20-0081029	Shoes Men/Women (Dress shoes)	$105.00	2
20-0081031	Garment Bag	$135.00	1
	Dress socks	$9.00	5
20-0081022	Trousers/Casual	$75.00	2
20-0081023	Shirt, Casual (short or long sleeve)	$55.00	2
20-0081024	Belt, trousers (casual)	$32.00	1
20-0081025	Shoes, comfort	$105.00	1
20-A0L4355	Sport Jacket/Blazer	$160.00	1
	Go Bag, civilian	$135.00	1
	Total maximum	$2717.00	

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Section 4 - Clothing Allowances

205.54 – Repealed by TB, Effective 13 June 2005

205.55 – Repealed by CDS 29 March 2004

205.56 – Repealed by CDS 29 March 2004

205.57 - Civilian Dress Assistance Allowance (CDAA)

205.57(1) (Entitlement) An officer or non-commissioned member of the Regular Force or Reserve Force who is required to wear civilian dress for at least 70% of their normal working hours for a period of at least 365 days is entitled to Civilian Dress Assistance Allowance (CDAA) at the appropriate monthly rate as per Table A to this instruction for the corresponding duties or service of the member.

Table A to CBI 205.57

Serial	Duties or Service	Monthly Rate (in dollars)
1	Duties associated with clandestine and covert operations conducted in hostile, denied or politically-sensitive environments to achieve military, diplomatic, informational, or economic objectives employing military capabilities for which there is no broad conventional force requirement.	137
2	Military police duties in respect of close personal protection.	137
3	Military police duties in respect of security, counter-intelligence, national investigations, complaints or internal investigations.	103

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s.15(1)

4	Military service with foreign militaries in which the wearing of uniform dress is prohibited.	103
5	Military service overseas on deployed operations, designated by the Minister for the purpose of this instruction, in which the wearing of uniform dress would compromise the safety or security of the individual.	103
6	Military service as a Canadian Forces attaché or attaché assistant outside Canada in which the sensitive nature of their duties requires the wearing of civilian clothing.	103
7	Military service on secondment to another government department, agency or private sector organization in a civilian setting in which the wearing of uniform dress is unacceptable to the employing organization.	103
8	Military service as the Governor General's staff.	103
9	Articling in a civilian law firm or as a court clerk.	103

205.57(2) (Begin and End Dates) Subject to paragraph (3), entitlement to Civilian Dress Assistance Allowance begins on the day that the member reports for any of the duties or service listed in the Table and ends on the last day that the member is required to perform the duties or service.

Unless the Chief of the Defence Staff otherwise directs, a

a.

b. imprisonment in a civil prison;
c. imprisonment or detention in a service prison or detention barracks;
d. leave without pay;
e. absence without leave;
f. rehabilitation or retirement leave, or posting on the Service Personnel Holding List (SPHL);

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g. special, maternity or parental leave, except that a member in receipt of Civilian Dress Assistance Allowance continues to be entitled to Civilian Dress Assistance Allowance while on special leave if the member proceeds on maternity leave immediately after the special leave;
h. attendance as a student on duty on an official languages course, Staff College, Advanced Military Studies Course, National Security Course or other course or learning activity, or a subsidized education program at a civilian university; or
i. hospitalization in excess of 90 days if hospital clothing is provided.

205.57(4) (Approval Authority) For duties or services listed in the Table to this instruction, payment of Civilian Dress Assistance Allowance is approved by the following authorities as per Table B:

Table B to CBI 205.57

Member's Location	Approval Authority
deployed operations designated by the Minister for the purpose of this instruction	Task Force Commander
National Capital Region (NCR)	director-general or equivalent
outside the NCR	base or wing commander, colonel or equivalent public servant

205.57(5) (Exigent Circumstances) A task force commander or assistant deputy minister may personally approve the payment of Civilian Dress Assistance Allowance in any circumstances similar to those listed in the Table A. A copy of Annex A to this instruction shall be completed to substantiate payment of this allowance.

205.57(6) (Administration) CDAA is paid from local unit operation and maintenance funds. This instruction shall be quoted as the authority under which the entitlement is authorized and the period of payment shall be included in the particulars. A Commanding Officer may authorize a pre-payment of CDAA, further detailed at Note (A). A CF52 shall be completed and signed for each period and processed in either the Central Computation Pay System (CCPS) or Revised Pay System for the Reserves (RPSR) by miscellaneous voucher (MV) as per Table C:

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Table C to CBI 205.57

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Member	MV code (High Rate)	GL (High Rate)	Fund (High Rate)	IO (High Rate)	MV code (Low rate)	GL (Low rate)	Fund (Low rate)	IO (Low rate)
Regular Force and Reserve Class C service paid in CCPS	E7	1222	L114	2002820	E8	1222	L114	2002821
Reserve Class A, B, or C service paid in RPSR	J	1225	L112	2002820	J	1225	L112	2002821

Notes

A. Effective on the first day of a member's initial entitlement to CDAA, a Commanding Officer may approve the pre-payment of the first 6 months of CDAA. On the first day of the seventh month of CDAA entitlement, a Commanding Officer may authorize a further 6 month pre-payment. No pre-payments of CDAA may be authorized beyond the first year of a member's entitlement to CDAA. The recovery of CDAA shall be undertaken for that portion of the CDAA pre-payment that pertains to any period that a member ceased being entitled to CDAA.
(TBS, effective 2 July 2008)

B. CDAA is not taxable at source and is therefore not subject to statutory deductions. However, members are required to report as taxable income any amount of CDAA not spent during a taxation year for the purchase and maintenance of civilian dress. Purchase and maintenance may include alterations to accommodate various items of clothing required while on duty but does not include dry cleaning. In the event of a Canada Revenue Agency (CRA) personal taxation audit, members should be prepared to provide their own proof

A0638621_12-000765

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

of expenditures.
(TB, effective 14 December 2006)

CBI 205.57 Annex A

Exigent Circumstances

PeopleSoft Number, SN, Rank, Name:

ORG ID (UIC):

Duties or service:

Substantiation and proposed effective date:

(Monthly Rate):
(Casual Rate as per CBI 205.575):

Serial No of duties or service:
Serial No of duties or services:

Recommended:

Date Name and Rank Signature of Commanding Officer

Approved with effective date:

Date Name and Title of Approving authority Signature

Dist List

- Original – Member's personnel file (after entry to CCPS)
- Duplicate – DGCB/DPPD

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SECRET
(UNCLASSIFIED Without Enclosures)

Control No:	**CJOC2016-1125757**	**Organization:**	**CJOC**
Releasable To:	06G		
Doc Type:	BRIEFING NOTE	**Doc Date:**	21/12/2016
Input Date:	19/12/2016	**Final Due:**	
RDIMS No:	420846		
File Classification:	6775-03350-OP IMPACT VOL 044		
Subject:	BRIEFING NOTE FOR COMD CJOC - THIRD LOCATION DECOMPRESSION FOR TAC AVN DET		

CONTACTS

FINAL

ROUTINGS

Assigned Date	Assigned To	Task/Detail	Complete By	Completed On	Intl:
19/12/2016	CJOC OPS O	REVIEW		19/12/2016	
19/12/2016	CJOC/J1/DJ1	REVIEW			
19/12/2016	CJOC/J3 ME	REVIEW		19/12/2016	
19/12/2016	CJOC HSS	REVIEW		19/12/2016	
19/12/2016	CJOC/COS SP	ACTION		20/12/2016	
20/12/2016	CJOC/COS OPS	REVIEW		22/12/2016	
22/12/2016	CJOC/CR	DISTRIBUTION DOCUMENT WAS WRONGLY TASKED TO CR FOR DISTRIBUTION.RE-TASKED TO J1 FOR THEIR ACTION.		22/12/2016	
22/12/2016	CJOC/J1	ACTION		22/12/2016	
22/12/2016	CJOC/CR	PA		28/12/2016	
28/12/2016	CJOC/CR	PA FINAL - BN AND SUPPORTING DOCS, 3350-OP IMPACT, ORIGINAL PA'D		28/12/2016	

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Chief of Staff
Support

Chef d'état-major
Soutien

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

(1)

COS ops

While the op tempo does not seem high to me, the threat & risk of HLTA are significant factors; I would op based upon that's here.

Your thoughts?

(2) COS S.

Swallowed

20 Dec 16.

A0638621_16-000769

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MINUTE SHEET - NOTE DE SERVICE

DESIGNATION - DÉSIGNATION	SECURITY CLASSIFICATION - COTE DE SECURITÉ
UNCLASSIFIED	
FILE NO - No DE DOSSIER	DATED – DATÉE
3350-Op IMPACT	22 Dec 16

SUBJECT – SUJET
Third Location Decompression (TLD) – Op IMPACT Roto 3 Tac Avc Det (RDIMS# 420326) (CCM #1125757)

REFERRED TO
TRANSMIS A

(1) J3 (thru J1 Ops)

REMARKS - REMARQUES

Sir,

Ref: Tac Avn Det RiP R3, J3 ME 4 e-mail dated 21 1627L Dec 16

1. A/Comd approved subj application 21 Dec 16.

2. In order to proceed with task, request your authorization to secure $70,000 CDN in OFA funding to plan and host TLD in Madrid, Spain IAW ref timelines. J8 has provided Fin Coding that is contained within the attached Spending Authority Form (Flag A).

3. One J4 Contracts member will travel to Madrid, Spain from 26 to 31 Dec 2016 to establish a contract to secure TLD facilities and services. A formal TD request will be submitted through established means; however given short-notice your support is requested. TD approval will be coordinated through COS Sp.

4. For your approval.

(3) J3
Fin coding GTG.
Capt Kostylove
4048.

(2) J3
The enclosed SAF for Tac Avn Det TLD has been reviewed and your DOA to sign has been confirmed with J8-staff.
W. STARK, MAJ
J3 ME 2
945-2362

C. Riffou
Maj
J1 Exped Ops 1
945-2200

Flag Synopsis:

Flag A – Spending Authorization Form

A0638622_1-000770

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s.18

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: **Col Robert T. Ritchie** Position and Title: **CJOC J3**

Phone: **613-945-2324** Group/Division: **J3**

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize **LCol Steve A. Dewar, CJOC J4** to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

   Third Location Decompression (TLD) for Op IMPACT Roto 3 Tactical Aviation Detachment members in Madrid, Spain in January 2017

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding

   Fund:

   Fund Center:

   Cost Center or WBS:

   G/L:

   IO (if required):

   Fund Reservation:

5. Fiscal Year(s) and Value

   FY: 2016/2017 Value: $70,000

R Ritchie — 22 Dec 16

Originator RC Manager Signature — Date

RT RITCHIE COL 22 DEC 16

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: **LCol Steve A. Dewar**

   Position and Title: **CJOC J4**

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

s.19(1)

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Date DECEMBER 22, 2016

International Air Freight
Quotation # AE-YYZ-039357

DHL GLOBAL FORWARDING

Customer:	Attn:	Facility Address:	Prepared by:
Acct #: D9956 5 CDSB GAGETOWN CHAMPLAIN AVENUE, BLDG B10 OROMOCTO, NB, NB, E2V 4J5 CANADA	BENOIT DUCHESNE-TANGUAY, CAPORAL Phone: 506-422-2000 Fax: 005-064-1237 Benoit.Duchesne-Tanguay@forces.gc.ca	6200 EDWARDS BLVD. MISSISSAUGA, ON, L5T 2V7 CANADA	Phone: 289-562-6675 Fax:

Pickup Details:	Shipper Details:	Delivery Details:	Consignee Details:
Acct #:	Acct #:	Acct #: EMBASSY OF CANADA IN JORDAN 133 ZAHRAN STREET AMMAM, 11180 JORDAN	Acct #:

Shipment Description

Please note:

Commodity:	LITHIUM BATTERIRES 3480 SEC 1		Service:	DOOR TO DOOR	**Origin:** MONTREAL, QU,CA (YUL)
Total # Of Pieces:	2		IncoTerms:	DAP	
Freight Terms:	PREPAID		LicenseNumber		**Destination:** AMMAN,JO (AMM)
Dangerous Goods	UNNumber #: 3480	ClassNumber #: 9	Perishables/ Dry Ice	N/ N	
Cargo Aircraft	N				

Shipment Details (in inches)

Pieces	Length	Width	Height
2	12.0	12.0	12.0

Actual Weight: 6.5 kg

Chargeable Weight: 45.0 kg

Shipment Costs

AirFreight 45.0 kg @ CAD 7.25 / kg — **CAD** 326.25

Origin Accessorials

Cargo Screening Fee (MIN CAD 15.00 or CAD 0.15 /kg)			CAD	15.00
Export Reporting Fee - Present (FLAT CAD 20.00)			CAD	20.00
Export Handling Fee - Frais De (FLAT CAD 55.00)			CAD	55.00
Pick Up - Cueuillette (FLAT CAD 90.00)			CAD	90.00
Security Surcharge - Frais De ( )			CAD	0.00
R/A (FLAT CAD 135.00)			CAD	135.00
Fuel Surcharge - Frais De Carb ( )			CAD	0.00
Navcan ( )			CAD	0.00
Total Origin Accessorials			**CAD**	**315.00**

Destination Accessorials

Do Fee (FLAT USD 70.00 = FLAT CAD 98.47)	USD	70.00	CAD	98.47
Customs Clearance Fees (FLAT USD 55.00 = FLAT CAD 77.37)	USD	55.00	CAD	77.37
Handling Fees (FLAT USD 45.00 = FLAT CAD 63.30)	USD	45.00	CAD	63.30
Delivery (FLAT USD 65.00 = FLAT CAD 91.43)	USD	65.00	CAD	91.43
Total Destination Accessorials			**CAD**	**330.57**

Currency	SubTotals	Exchange Rates	(CAD)
CAD	641.25	1.000000	641.25
USD	235.00	1.406685	330.57

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Total Estimated Charges (does not include Insurance) Subject to Change based on Current Exchange Rates.	**CAD**	**971.82**
Shipment Value Protection Plan ***Plan may vary, as applicable in the country.** **(CAD 0.35 Per CAD 100 CIF Value)** Estimated Commercial Value in $: 0.00 Value for Insurance in $: 0	**CAD**	**Not included**

Remarks

1. B13 FEE ADDITIONAL IF APPLICABLE
2. EXPORT REPORTING FEE ADDITIONAL IF APPLICABLE
3. INSURANCE AMOUNT NOT INCLUDED IN TOTAL QUOTE
4. LE MONTANT DE L'ASSURANCE N'EST PAS INCLUS DANS LE TOTAL DE LA SOUMISSION.
5. QUOTATION # MUST BE PROVIDED AT THE TIME OF PICK-UP REQUEST FOR QUOTE RATES TO BE APPLIED
6. PLEASE NOTE RATES QUOTED ARE ESTIMATED ON WEIGHT AND DIMS AS ADVISED.
7. RATES WILL BE APPLIED AS PER CARGO MEASURED BY DGF WAREHOUSE & WEIGHT & DIMS PROVIDED BY DGF WHSE.
8. IF THE SHIPPER HAS UNKNOWN SHIPPER STATUS WITH TRANSPORT CANADA ADDITIONAL CHARGES WILL APPLY

Terms and Conditions

Rates are valid for 15 days from date of quotation unless protected via contract. Rates are based on actual or dimensional weight whichever is greater. Rates are subject to change if the weight or dimensions of the shipment are different from those listed above. Additional charges may be applicable in the event of special requirements. All transactions are based on CIFFA terms & conditions, available upon request (copy available on http://international.dhl.ca/en.html). Your business is important to us and we thank you for the opportunity to quote on your shipment.

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

s.19(1)

Fret aérien international

Date 22 décembre, 2016

Proposition de prix # AE-YYZ-039357

DHL GLOBAL FORWARDING

Client:
N° de compte: D9956
5 CDSB GAGETOWN
CHAMPLAIN AVENUE, BLDG B10
OROMOCTO, NB, NB, E2V 4J5
CANADA

Attn:
BENOIT DUCHESNE-TANGUAY, CAPORAL
Téléphone : 506-422-2000
Télécopieur : 005-064-1237
Benoit.Duchesne-Tanguay@forces.gc.ca

Adresse de l'installation:
6200 EDWARDS BLVD.
MISSISSAUGA, ON, L5T 2V7
CANADA

Préparé par::
Téléphone : 289-562-6675
Télécopieur :

Enlèvement:
N° de compte:

Détails sur l'expéditeur:
N° de compte:

Renseignements sur le lieu de la livraison:
N° de compte:
EMBASSY OF CANADA IN JORDAN
133 ZAHRAN STREET
AMMAM, 11180
JORDAN

Détails sur le consignataire:
N° de compte:

Description de l´envoi

Instructions particulières :

Marchandise :	LITHIUM BATTERIRES 3480 SEC 1		Service :	Porte à Porte	
Nombre total d´articles :	2		Incoterm :	DAP	**Origine :** MONTREAL, QU,CA (YUL)
Termes de transport :	Port prépayé		Numéro de license		
Matières dangereuses	Numéro UN #: 3480	Classe #: 9	Périssable/ Glace sèche	N/ N	**Destination :** AMMAN,JO (AMM)
Avion tout cargo	N				

Détails de l´envoi (en pouce)

Articles	Longueur	Largeur	Hauteur
2	12.0	12.0	12.0

Poids réel : 6.5 kg

Poids facturable : 45.0 kg

Coûts de l´envoi

Fret aérien — **45.0 kg @ CAD 7.25 / kg** — **CAD 326.25**

Frais accessoires à l'origine

Cargo Screening Fee (MIN CAD 15.00 or CAD 0.15 /kg)			CAD	15.00
Export Reporting Fee - Present (FLAT CAD 20.00)			CAD	20.00
Export Handling Fee - Frais De (FLAT CAD 55.00)			CAD	55.00
Pick Up - Cueuillette (FLAT CAD 90.00)			CAD	90.00
Security Surcharge - Frais De ( )			CAD	0.00
R/A (FLAT CAD 135.00)			CAD	135.00
Fuel Surcharge - Frais De Carb ( )			CAD	0.00
Navcan ( )			CAD	0.00
Total Frais accessoires à l'origine			**CAD**	**315.00**

Frais accessoires à destination

Do Fee (FLAT USD 70.00 = FLAT CAD 98.47)	USD	70.00	CAD	98.47
Customs Clearance Fees (FLAT USD 55.00 = FLAT CAD 77.37)	USD	55.00	CAD	77.37
Handling Fees (FLAT USD 45.00 = FLAT CAD 63.30)	USD	45.00	CAD	63.30
Delivery (FLAT USD 65.00 = FLAT CAD 91.43)	USD	65.00	CAD	91.43
Total Frais accessoires à destination			**CAD**	**330.57**

Devise	Sous-total	Taux d'échange	(CAD)
CAD	641.25	1.000000	641.25
USD	235.00	1.406685	330.57

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Total des frais estimés (ne comprend pas d'assurance) Sujet à fluctuation selon les taux d'échange en vigueur.	**CAD**	**971.82**
Plan de protection pour la valeur de l'expédition ***Plan peut varier, en vigueur dans le pays.** **(CAD 0.35 par tranche de CAD 100 CIF de la valeur)** Valeur commerciale prévue en $: 0.00 Valeur en $ pour l´assurance : 0	**CAD**	**Non inclus**

Remarques

1. B13 FEE ADDITIONAL IF APPLICABLE
2. EXPORT REPORTING FEE ADDITIONAL IF APPLICABLE
3. INSURANCE AMOUNT NOT INCLUDED IN TOTAL QUOTE
4. LE MONTANT DE L'ASSURANCE N'EST PAS INCLUS DANS LE TOTAL DE LA SOUMISSION.
5. QUOTATION # MUST BE PROVIDED AT THE TIME OF PICK-UP REQUEST FOR QUOTE RATES TO BE APPLIED
6. PLEASE NOTE RATES QUOTED ARE ESTIMATED ON WEIGHT AND DIMS AS ADVISED.
7. RATES WILL BE APPLIED AS PER CARGO MEASURED BY DGF WAREHOUSE & WEIGHT & DIMS PROVIDED BY DGF WHSE.
8. IF THE SHIPPER HAS UNKNOWN SHIPPER STATUS WITH TRANSPORT CANADA ADDITIONAL CHARGES WILL APPLY

Conditions de CIFFA

Le tarif est valable pendent les 15 jours qui suivant la date de la proposition de prix, à moins qu'il ne soit protègè par contrat. Les tarifs sont basés sur le poids rèel ou sur le poids volumétrique, le plus élevé des deux prévalant. Les tarifs sont sujets à changement si le poids ou les dimensions de l'envoi diffèrent de ceux qui figurent ci-dessus. Des frais supplémentaires peuvent s'appliquer pour les exigences spèciales. Toutes transactions sont fondées sur les termes et conditions de CIFFA, disponibles sur demande (exemplaire disponible sur http://international.dhl.ca/en.html). Vous êtes importants pour nous et nous vous remercions de l'occasion de vous présenter une propostion de prix pour votre envoi.

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s.18(a)

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name:	Col R.T. Ritchie	Position and Title:	J3
Phone:	613-945-2324	Group/Division:	CJOC

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize DSVPM & Subordinates to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

   Armoured SUV;

   IAW MCE Project Number CJOC 01/16

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.
3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.
4. Financial Coding and Amounts

FY 17/18 OP Impact	FY 17/18 Op Proteus
Fund: Fund Center: Cost Center: G/L: IO : Fund Reservation: Total amount: $2 000 000 CAD	Fund: Fund Center: Cost Center: G/L: IO : Fund Reservation: Total amount: $3 000 000 CAD

5. Fiscal Year(s) and Amount

   Fiscal Year(s): 17/18: $5 000 000 CAD

R R Ritchie — 1 Dec 16

Originator RC Manager Signature — Date

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: JA (Gus) MacDonald

   Position and Title: DSVPM 4

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

Gus MacDonald — 1 Dec 16

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

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National Defence / Défense nationale

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Canadian Forces Task Plans & Operations (CFTPO)

Planification et Opérations des Tâches des Forces Canadiennes

Task Authority - Autorisation de la Tâche

Section / Organization **Printed - Imprimé le: 2016-12-10**

OP IMPACT (LOE 3) - 3/JTF-I/HQ/J8 (6858/180499 / 0140)

Location ALI AL SALEM AIR BASE, KUWAIT

Position Requirements / Besoins du Poste - 404233R

Position Desc / Desc de la Posn:	FIN NCO
Low Rank/Grade minimum:	Sgt
High Rank/Grade maximum:	WO
Component/Composante:	Regular Force
Security/Securité:	Secret
MOS/SGPM:	FSA (00376)
Gender/Sexe:	
Start Date/Date de Début:	19-NOV-2016
Trg Start Date/Date d'entrainement:	
End Date/Date de fin:	20-FEB-2017
Suggested Source/Assign Sug.:	RCN/MARLANT/ PO1 LAFITTE
Fin Code/Code fin.:	DEPLOY & REDEPLOY COSTS FIN CODE: PRE- & POST-DEPLOY EXPENSES: COST CAPTURED BY FGS UNDER FUND LINK ALL IO TO IO GROUP IMPACTLOO3
Contact:	MAJ J VAN DYK, CJOC J3/ 613-945-2364/ jason.vandyk@forces.gc.ca
Languages (E/F)/Langues (A/F):	---/---
Assignment Type/Type d'affectation:	Attached Posting/Affectation temporaire

Nominee/Nomination -

Surname/Nom:	Lafitte
Initials/Initiales:	TT
Rank/Grade:	PO 1
Gender/Sexe:	Male
Component/Composante:	Reg F
Security/Securité:	Secret
MOS/SGPM:	Finance Services - Administrator (00376-01)
Start Date/Date de début:	19-NOV-2016
End Date/Date de fin:	20-FEB-2017
Dag Date/Date du VAD:	
Unit/Unité:	MARLANT HQ
HRMS Home Posn:	55490

MCS

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Position 404233R

Joining Instructions / Instructions de ralliement

Coordinating Instructions / Instructions de coordination

ALL PERS TRAVELLING ON CAL ARE TO LIMIT IDENTIFYING INFORMATION ON LUGGAGE TAGS TO NAME ONLY. TAGS SHOULD AVOID IDENTIFYING MEMBERS HOME OR DEPLOYED UNIT /SECTION.

Detailed Mounting/Admin Instructions can be found at the following link:

http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=17919

Remarks / Remarques

POSITION END DATE AMENDED AS PER EMAIL CAPT LANGLOIS, CJOC J3 TO&E, D/26 OCT 16.

ALL MBRS OF OP IMPACT WILL BE CONSIDERED TO BE AT THEIR PLACE OF DUTY UPON ARRIVAL INTO THE JOA WHEN RSOM IS CONDUCTED, as per email Capt Langlois, CJOC J3 TO&E, D/16 Sep 16.

POSITION START DATE AS PER MESSAGE JTFSC 499/16 150626Z AUG 16.

POSITION START DATE AS PER MESSAGE JTFSC 467/16 051053Z AUG 16.

POSITION END DATE AMENDED AS PER EMAIL CAPT LANGLOIS, CJOC J3 TO&E, D/4 JUL 16.

POSITION DATES AMENDED AS PER EMAIL CAPT LANGLOIS, CJCO J3 TO&E, D/1 MAR 16.

MEMBERS ARE TO DEPLOY WITH 2X CBRN CANISTERS

POSN REQUIRES

Knowledge and experiences with DRMIS, cashier operations, claims, credit cards , contracts and invoices

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s.69(1)

Provision of Equipment – Op IMPACT: SCCB Weekly Update (13 Dec 16)

- Implementation contingent on official Dip Note from IRAQ authorizing GoC to provide eqpt to KRG security forces –

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Print Form

DRMIS FINANCE ACCESS APPLICATION FORM

(December 2015)

General information (please type or print clearly)

Rank Lt Last Name Costain First Name Richard Initials J

Regional Dept Accounting Office _____ Client Department Office _____

Organization/Division/Section _____

Telephone Number(___) 2091 Fax Number (___)_____

E-mail Richard.Costain2@forces.gc.ca French ☐ English ☒

FOR LACO ONLY

USERID(S)

Unique identifier is defined as the PRI for civilian members, service number for military members, and security file number for contract personnel.

Unique Identifier _____

- ○ Personal Record Identifier (PRI)
- ◉ Service Number (SNO)
- ○ Security File Number (SFN)
- ○ Other (OTH)

Employee Categories with Role Restrictions:

- ○ Casual Employee, End Date yyyy/mm/dd _____
- ○ Term Empl < 6 months, End Date yyyy/mm/dd _____
- ○ Reservist Class A < 5 days a month
- ○ Contractor, End Date yyyy/mm/dd _____
- ○ Other _____
- ○ Currently Collecting Pension

List your current userid(s):

- ☐ DU02:LVL-1-BDGT-COORD
- ☐ UU03:FND-CNT-BDGT-COORD
- ☐ UU04:CC-BDGT-COORD
- ☐ UU05:MAINTAIN-AP
- ☐ UU06:MNTN-EARMARKED-FND
- ☐ SU07:AUTHORIZE-ACCT-PAY
- ☐ UU14:RGDF-CASHIER
- ☐ UU19:ACQ-CARD-FUNCTIONS
- ☐ RU20:ACQ-CARD-REG-COORD
- ☐ UU26:MAINTAIN-AR
- ☐ UU27:MANAGE-AR
- ☐ UU29:MNGE-IO-MASTR-DATA
- ☐ RU31:MNTN-VENDR-REGIONS
- ☐ RU32:UPLOAD-ACS-CASHIER
- ☐ RU34:UPLOAD-INTERFACES
- ☒ UU38:FMAS-DISPLAY
- ☐ UU39:SYSTEM-ADJUSTMENTS
- ☐ UU48:JV-MASTER-DATA
- ☐ UU49:SFT-FORECASTING
- ☐ UU50:SFT:REPORTING
- ☐ UU51:RDAO-MANAGE-PPV
- ☐ UU53:DOA-CREATE
- ☐ UU54:DOA-VALIDATE
- ☐ UU55:DOA-APPROVE
- ☐ UU56:DOA-SCAN

For other roles, please list.

All Userids must be assigned role ZD:USR:UU38:FMAS-DISPLAY

USER Acknowledgement of Responsibilities and Obligations

1. I will ensure the correctness of the financial information that I input in DRMIS based on the supporting documentation provided to me
2. I will ensure that all accounts payable have been certified under Section 34 of the FAA prior to inputting and approving the DRMIS document.
3. I will safeguard my DRMIS account by not divulging my userid and password to anyone.
4. I will not allow **anyone** to access DRMIS by using my account.
5. I will not input or approve any payment of Travel, Relocation or General Allowance claims in DRMIS unless specifically authorized by the comptroller.
6. I will not input or approve any financial document in DRMIS for which I can benefit from directly or indirectly.
7. When I depart this organization, I will clear out with my LACO or the DRMIS Security organization.

R Costain — 18 Nov 16.

Applicant - Please print your name and then Sign **Date**

RC Manager Acknowledgement of Responsibilities and Obligations

1. The applicant is accountable to the Minister (e.g. Public Servants or CF members). YES NO
2. The applicant understands his/her responsibilities and obligations as a user.
3. The applicant requires access to DRMIS **Production** as identified on the application.
4. The applicant will be given the necessary time required to complete DRMIS Training.

MAJ E.M. VAUGHAN — 15 Dec 16

RC Manager Please print your name and then Sign **Date**

JTF-17J8

Comptroller Acknowledgement of Responsibilities and Obligations

I authorize this assignment in DRMIS.

_____ _____

Comptroller Please print your name and then Sign **Date**

LACO Acknowledgement of Responsibilities and Obligations. The access requested by the applicant complies with departmental and local restrictions. If the applicant has more than one userid, the combination of roles does not allow the applicant to circumvent departmental or local restrictions.

_____ _____

LACO Please print your name and then Sign **Date**

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Commander Commandant

Joint Task Force - Iraq Operation IMPACT
Force Opérationnelle Interarmée - Irak Opération IMPACT

5200-1 (JTF-I J1)

09 November 2016

Distribution List

SUCCESSION TO COMMAND AND
OPERATIONAL AUTHORITY – JOINT TASK FORCE – IRAQ

Reference: 3350-OP IMPACT (J3 Middle East RDIMS #401146), dated 19 May 2016

1. As directed in the referenced command directive, in the event that I suffer incapacitation, death or I am unable to perform the required duties due to illness or injury, I request that command be temporarily passed to the next appropriate authority as set forth below. This command will remain in effect until either I return to Comd or the formal appointment of a successor. The following officers are eligible to succeed to command of JTF-I in the order listed:

a. Comd ATF-I;

b. CO JTF-I HQ; and

c. DComd ATF-I.

2. I request that anytime I am temporarily absent when immediate operational decisions are required, the next appropriate authority as set forth below will be called upon to provide the decisions on behalf of myself, as Comd JTF-I. This applies to immediate operational matters only. Anytime I am not in the local area, I will be deemed unavailable to make immediate operational decisions. Out of the local area for Comd JTF-I is defined as that area which is greater than 90 minutes normal driving from ASAB, and/or any area where reliable communications cannot be maintained, regardless of distance. I request that the next available senior officer in the following list be granted operational authority to make operational decisions on behalf of myself, as Comd JTF-I:

a. Comd ATF-I;

b. CO JTF-I HQ; and

c. DComd ATF-I.

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3. This letter supersedes all other succession to Command and Operational Authority letters.

S.A. Brennan
Brigadier-General
Commander

Approved	
LGen S.J. Bowes Comd CJOC	Date

Distribution list

Action

External

CJOC HQ Ottawa//COS Ops

Information

Internal

JTF-I HQ Kuwait//COS/J3/J8
JTFSC Kuwait//CO
ATF-I HQ Kuwait//Comd
OSH Kuwait//CO
MP//CO

External

CJOC HQ Ottawa//J1/J3 ME/J8/LEGAD

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MINUTE SHEET - NOTE DE SERVICE

DESIGNATION - DÉSIGNATION	SECURITY CLASSIFICATION - COTE DE SECURITÉ
UNCLASSIFIED	
FILE NO - No DE DOSSIER	DATED – DATÉE
3350-Op IMPACT	22 Dec 16

SUBJECT – SUJET

Third Location Decompression (TLD) – Op IMPACT Roto 3 Tac Avc Det (RDIMS# 420326) (CCM #1125757)

REFERRED TO
TRANSMIS A

(1) J3 (thru J1 Ops)

REMARKS - REMARQUES

Sir,

Ref: Tac Avn Det RiP R3, J3 ME 4 e-mail dated 21 1627L Dec 16

1. A/Comd approved subj application 21 Dec 16.

2. In order to proceed with task, request your authorization to secure $70,000 CDN in OFA funding to plan and host TLD in Spain IAW ref timelines. J8 has provided Fin Coding that is contained within the attached Spending Authority Form (Flag A).

3. One J4 Contracts member will travel to Spain from 26 to 31 Dec 2016 to establish a contract to secure TLD facilities and services. A formal TD request will be submitted through established means; however given short-notice your support is requested. TD approval will be coordinated through COS Sp.

4. For your approval.

(3) J3
Fin coding GTG
Capt Kostylove
4048.

(2) J3
The enclosed SAF for Tac Avn Det TLD has been reviewed and your DOA to sign has been confirmed with J8-staff. WStark
W. STARK, MAJ
J3 ME 2
945-2362

C. Riffou
Maj
J1 Exped Ops 1
945-2200

Flag Synopsis:

Flag A – Spending Authorization Form

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Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: **Col Robert T. Ritchie** Position and Title: **CJOC J3**

Phone: **613-945-2324** Group/Division: **J3**

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize **LCol Steve A. Dewar, CJOC J4** to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

   Third Location Decompression (TLD) for Op IMPACT Roto 3 Tactical Aviation Detachment members in Spain in January 2017

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding

Fund:	C190 and
Fund Center:	0150D3 and
Cost Center or WBS:	0150C3 and
G/L:	2218 and
IO (if required):	3701970
Fund Reservation:	10150C3714

5. Fiscal Year(s) and Value

   FY: 2016/2017 Value: $70,000

R Ritchie — 22 Dec 16

Originator RC Manager Signature — Date

RT RITCHIE COL 22DEC16

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: for **LCol Steve A. Dewar**

   Position and Title: **CJOC J4**

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

for L. McAllister A/J4 — 22 Dec 16

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

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CCM #: 1122480	RDIMS #: 419438
CSNI File Path / Chemin d'accès IRSC :	

CJOC TRANSMITTAL SHEET
FEUILLE DE TRANSMISSION COIC

SUBJECT / OBJET:

BRIEF DESCRIPTION / BREF DESCRIPTION: TLD Request – Op IMPACT MLT CPT – IRAQ ROTO 3
SUSPENSE DATE / D'ÉCHÉANCE: 15 Dec 16

ORIGINATOR / DEMANDEUR:

Date	Name/Nom	Rank/Rang	Position/Poste	Local/Locale
07/12/2016	Riffou	Maj	J1 Exped Ops 1	2200

TO/À	REMARKS/REMARQUES	FROM/DE
CJOC/J1 Ops	For Review	8/12 CDR C.T. Rousson J10PS Date Name, Rank, Position
CJOC/J3 ME	For Review	7 Dec 16 Lcol L.J. Massop Date Name, Rank, Position
CJOC/J1	For Review	CAPT(N) W. J. QUINN 8 Dec 16 CJOC J1 Date Name, Rank, Position
CJOC/COS Sp	For Review Recommend support	Date Name, Rank, Position
CJOC/COMD	For Approval and Signature recommended	9 Dec 16. [signature] Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

Event Request: Required / Not Applicable
Demand Évènement: Requis / Sans Objet

ADVISOR(S) CONSULTED / CONSEILLER(S) CONSULTÉ(S)

ADVISOR(S) / CONSEILLER(S)		
CJOC/JHSS	For Review	7 Dec 16 Maj J. Reddy JHSS ME/AP Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

L1	EXTERNAL CONSULTATION / CONSULTATION EXTERNE	
		Date Name, Rank, Position
		Date Name, Rank, Position

After final signature, file returns to Secretariat to be logged out and processing to CR for distribution
Après la signature finale, le fichier est retourné au secrétariat pour être procédé et envoyé au DCD pour distribution.

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Public Affairs Support to Operation IMPACT

10 Jan 2017

CJOC PA

A0638624_1-000786

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PA Posture

- PA posture is ACTIVE ***within mission limitations:***
  - ***OPSEC / PERSEC***
  - ***Host Nation sensitivities***
  - ***Coalition/AFCENT PA ground rules***
  - ***Whole of Government***

Desired Outcome

- Support an active PA approach to inform Canadian and international audiences of the operations and accomplishments of Op IMPACT;
- Ensure full coordination of PA efforts and effects by exploiting CJOC PA national reach back, as required.

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Strategic Considerations

- CJOC PA is the interface between the strategic level and theatre level
- Strategic level directions on desired comms effects will often transit via CJOC PA before going to theatre
- For instance, mission narrative is developed in conjunction under strat level guidance, with CJOC and SJS input while consulting theatre level as much as possible
- CJOC PA is not a mail box or a tasker. We work in full synch with deployed PAOs, but will retain a lead role and prerogative
- Media Queries: CJOC PA will assign to theatre level as appropriate. May retain the lead if we can answer so to alleviate work load and simplify/speed up process.

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Designated Spokespersons

- Minister of National Defence;
- Chief of Defence Staff;
- Comd CJOC;
- Comd JTF-I;
- Comd ATF-I;
- Comd JTF-I designated spokesperson IAW DAOD 2008-4;
  - CO JTF-I HQ Det Erbil;
  - CO ATF-I Tac Hel Det;
  - CO Role 2 medical facility
- JTF-I HQ SPAO, JTF-I Det Erbil PAO and CJOC PAOs are authorized to engage with media by virtue of their functions; and
- Senior CAF personnel embedded within CJTF-OIR when speaking in their capacity as CJTF-OIR personnel (eg. CJTF CJ7, COS CJFLCC-I)

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PerSec Measures

- Identity of deployed pers is not disclosed to public (except for designated spokes)
- Imagery to not display frontal shots or name tags
- Literature to not provide full name
- JTF-I Comd has authority to approve release of written material and imagery

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PA Output Expectations from/for JTF-I

- Regular and sustained stream of information on Op IMPACT
- Support to MND "announceables", including events such as:
  - Donation of equipment to host nation
  - Change or renewal of mission mandate
  - CAF assets causing collateral damage; etc
- Imagery - All sources of imagery related to Ops to be exploited by the PA team, including on CJOC social media (Twitter and FB)
- Articles
- News Release for pertinent event such as launch of new activity (training in Jordan) or JTF-I Comd Change of Command
- Tech Brief – JTF-I to support with information or with spokesperson as coordinated with MNDO/CDS/ADM(PA) via CJOC PA
- http://www.forces.gc.ca/en/operations-abroad-current/op-impact.page

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Social Media – Personal Accounts

- Must respect OPSEC/PERSEC
- Identification on social media of a member's connection to the mission or theatre of ops is strictly forbidden and will result in immediate administrative and disciplinary action. (CJOC Op ORDER 003 Op IMPACT dated 17 Jun 16)
- CDS Directive 002 Op IMPACT dated 29 Feb 16 para 25 include measures destined to OpSec protection in relation to social media (JTF-I SOPs / RSOMI process)
- Director General Defence Security (DGDS) // National Defence Security Orders and Directives (NDSOD) - Chapter 17 - Security and Social Media: http://collaboration-admpa.forces.mil.ca/sites/DI/SafetySecurity/vcds-ndsod-c17.pdf

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Critical Incidents Public Affairs (1)

- **Established process in coord with MND/CDS/SJS**
- **Comd CJOC is releasing authority for critical incidents (details involving deployed pers)**
- CJOC PA provides critical incident PA support
- CJOC PA – 24/7 manning until issue is resolved
- Public release in Canada in case of death under SJS lead
- Need to foresee and answer media interest/demand
  Filtered/constrained by OPSEC, Privacy regulations and law

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Critical Incidents Public Affairs (2)

When a critical incident occurs:

- JTF-I HQ PAO maintains contact with CJOC PA and prepare media lines
- CJOC PA needs to know what is happening as soon as it happens – PA will not drive the process but must be closely involved from the start
- CJOC PA coordinate ADM(PA) which will coordinate with MNDO Comms via SJS (PA)

A0638624_9-000794

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Questions

Maj Isabelle Bresse – PA Exped SPAO
613-993-6984, 613-762-1320 after hours
isabelle.bresse@forces.gc.ca

Capt Vincent Bouchard - PA Exped PAO
vincent.bouchard@forces.gc.ca

A0638624_10-000795

Pages 796 to / à 798
are withheld pursuant to sections
sont retenues en vertu des articles

21(1)(a), 21(1)(b)

of the Access to Information Act
de la Loi sur l'accès à l'information

Pages 799 to / à 800
are withheld pursuant to sections
sont retenues en vertu des articles

21(1)(a), 21(1)(c)

of the Access to Information Act
de la Loi sur l'accès à l'information

Pages 801 to / à 813

are withheld pursuant to sections

sont retenues en vertu des articles

15(1), 21(1)(a), 21(1)(b)

of the Access to Information Act

de la Loi sur l'accès à l'information

Pages 814 to / à 815
are withheld pursuant to sections
sont retenues en vertu des articles

21(1)(a), 21(1)(b)

of the Access to Information Act
de la Loi sur l'accès à l'information

Pages 816 to / à 834

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sont retenues en vertu des articles

15(1), 21(1)(a), 21(1)(b), 69(1)

of the Access to Information Act

de la Loi sur l'accès à l'information

Page 835

is withheld pursuant to section

est retenue en vertu de l'article

15(1)

of the Access to Information Act

de la Loi sur l'accès à l'information

Page 836

is withheld pursuant to sections

est retenue en vertu des articles

15(1), 21(1)(a), 21(1)(b)

of the Access to Information Act

de la Loi sur l'accès à l'information

RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

J1 CONCEPT OF PERSONNEL SUPPORT

Mission:

- to provide guidance on personnel issues to facilitate rapid deployment and sustainment of the operation

Potential irritants:

- Home Leave Travel Assistance/Family Reunification Travel
- Hardship and Risk Assessment rate changes
- Compassionate Travel Assistance

Services provided:

- Acting while so employed staffing
- Staff Assistance Visit
- Moral and Welfare
- Honours and Awards
- PER support
- Repatriations
- Compassionate Travel Assistance
- Decompression/Reintegration
- Grievances
- Mortuary Affairs

Current Issues:

- Iraqi Visas – 7-8 weeks
- Qatari Visas - 3-4 weeks
- Third Location Decompression
  - Geo specific
- Civilian Dress Assistance Allowance
  - MLT/CPT/CTAT-J&L

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Personnel Support

CJOC J1 Ops Desk Officers

LCdr Andrew Castelli (moving to CFICC)

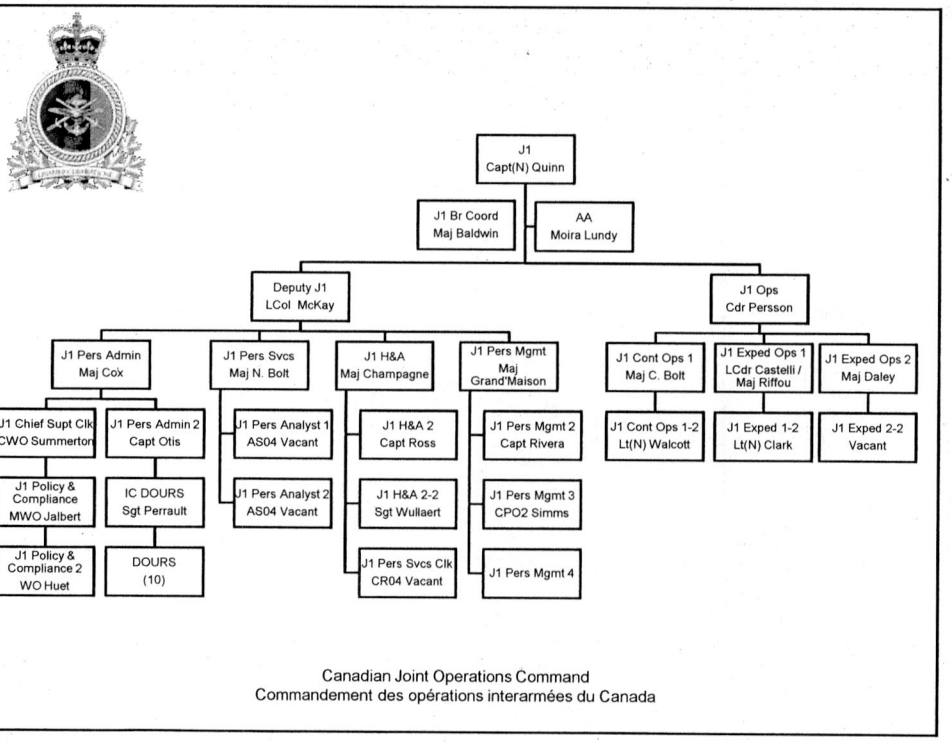
Maj Charles Riffou (moving to J1)

KLE
19 Oct 16

Op IMPACT ROTO 4

Comd ATF-I

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada



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Common J1 Queries

- Concept of Admin Support
- Operational Allowances
- HLTA
- PERs
- REPATs
- Honours & Awards
- Redeployment & Reintegration
- Mortuary Affairs

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Concept of Administrative Support

- JTFSC OR
  - Supports all locations of Op IMPACT (attached posted)
- CJOC J1 DOURS
  - For members posted to Op IMPACT (1 year prohibited posting)

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Commandement des opérations interarmées du Canada

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Operational Allowances

- The intent of the Risk Allowance (RA) is to compensate for the risks associated with a specific post. The intent of the Hardship Allowance (HA) is to compensate for the living conditions existing at a specific post.

HARDSHIP AND RISK LEVELS

OPERATION/LOCATION	OP CODE	HA LVL	RA LVL	TAX RELIEF	MESSAGE AUTHORITY	EFF DATE
OP IMPACT (Kuwait - ALI AL SALAM)	OP33	2	2	Applicable	DCBA 1609 081814Z APR 16	1-Sep-16
OP IMPACT (Kuwait - ARIFJAN)	OP33	3 (1 Nov 16)	1 (1 Apr 17)	Not Applicable	DCBA 1627 131457Z OCT 16	1-Apr-17
OP IMPACT (Iraq)		4	3	Applicable	DCBA 401 111840Z FEB 15	22-Aug-14
OP IMPACT (Baghdad, Iraq ONLY)		3	3	Applicable	DCBA 1627 131457Z OCT 16	17-Apr-15
OP IMPACT (Qatar ONLY)	OP34	2	1	Not Applicable	DCBA 1609 081814Z APR 16	1-Apr-16

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Mission Leave & Travel Assistance

- Leave considerations
  - Special Leave (Mission) applies. Annual Leave **shall** not be taken during the deployment phase;
  - Leave must be approved for HLTA (JTF-I);
  - >120 days deployed for SL(M);
  - HLTA backfill requirements
  - Travel support (PSP Travel Coordinators - JTFSC)
  - Stat Declarations / Lost Receipt form cannot be used with HLTA claims (DCBA 449 161815Z DEC 11)

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Commandement des opérations interarmées du Canada

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PERs

- Deployed (AP) for > 90 days = Theatre PER
- Posted for 1 year = Annual PER
- Only PERs requiring CJOC signatures come to CJOC
- PERs are reviewed and pre-approved at CJOC **prior to** signatures in Theatre
- Returned to CJOC for tracking
- **PERs submitted to CJOC J1 30 days before re-deployment**

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Repatriations

- **Category A**
  This category is used for repatriation where the member is required to return early from an operational deployment to fulfill a career action such as posting, release or training. The authority to authorize this is retained by Comd CJOC based on recommendations from CJOC J1 and the deployed TF Comd.

- **Category B**
  This category is used for repatriation of a member where, based on the advice and information provided to the TF Comd, there exists a physical or mental health issue with the member that requires the early and permanent return from an operational deployment that cannot be resolved using the facilities available to the deployed force in the operational theatre, and where the member is not nor can be gainfully employed for the remaining duration of the scheduled deployment because of the medical condition.

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Repatriations (contd)

- **Category C**

  This category is used for repatriation of a member where, based on the advise and information provided to the TF Comd, there exists a compassionate situation that requires the early and permanent return from an operational deployment to assist in resolving a personal situation that can not otherwise be facilitated.

- **Category D**

  This category is used for the repatriation of a member where, based on the advice and information provided to the TF Comd, it is deemed inappropriate to retain the member on the operational deployment because his/her continued presence is or could potentially be detrimental to the operational effectiveness of the deployed force.

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Honours and Awards

Op IMPACT

- GCS-EXP (aircrew) and GSM-EXP
  - 30 days cumulative service (Bar for every 180 days thereafter)
- Major Rick Champagne, (613) 993-6932.

Direct liaison with DH&R is not permitted.

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

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Redeployment & Reintegration

- It applies to all deployments >60 days
- JTF-I will issue redeployment / reintegration orders
- Post-deployment Leave

Can I take leave in Location X at the end of my deployment?

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Mortuary Affairs

•CF does not have dedicated Mortuary Affairs MOS

•CF uses contracted Mortuary Affairs Specialist MacKinnon and Bowes out of Toronto

•Chief Coroner of Ontario is Coroner of record for CF

•TF SO must be updated to reflect any changes in theatre

•CJOC to coordinate M&B movement to RV location

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Questions?

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Personnel Support

CJOC J1 Ops Desk Officers
Maj Sharon Daley
WO Patricia Huett

KLE
11 January 17

Op IMPACT TF Comd
Roto 4

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

J1 Points

- J1 Organization
- Operational Allowances
- Leave
- Repatriations - Replacements
- JDs / JIs / TSOs
- Honours & Awards
- PERs
- Morale & Welfare
- Redeployment & Reintegration
- Mortuary Affairs

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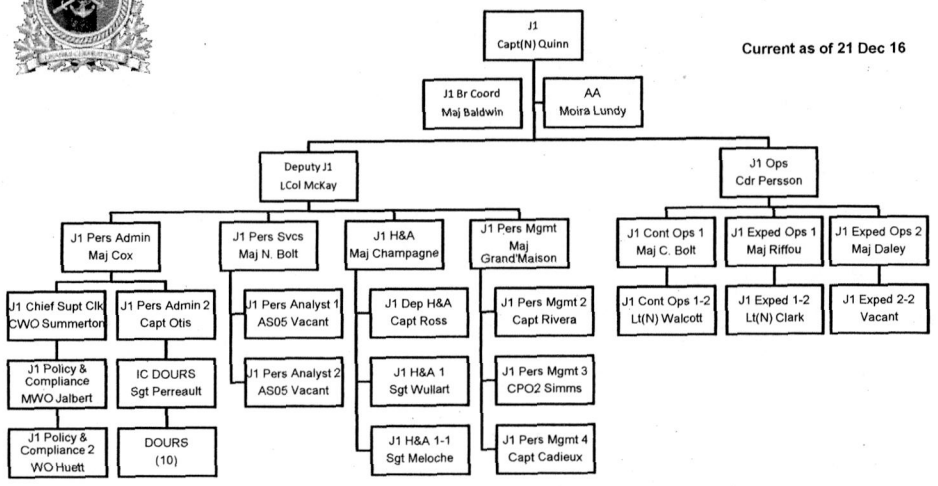
J1 Organization



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

J1 Contacts

- J1 Exped Ops 1, Maj Charles Riffou – 613-945-2200
- J1 Exped Ops 1-2, Lt(N) Jim Clark – 613-945-2295
- J1 OIC DOURS – Maj Carman Cox - 613-945-4875
- J1 IC DOURS – Sgt Priscilla Perreault – 613-945-2326

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Operational Allowances

- Operations Foreign Service Premium (CBI 10.3.04)
- Hardship Allowance (CBI 10.3.05)
- Hardship Bonus Allowance (CBI 10.3.06)
- Risk Allowance (CBI 10.3.07)

- Leave TSO
- Leave restrictions and HLTA considerations
  - HLTA applies for deployments >120 days
  - Manning of critical posns & capabilities
  - CAL
  - HLTA backfill requirements; request TAV backfills during HLTA periods
  - PSP support

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Op IMPACT Hardship and Risk

- The intent of the Risk Allowance (RA) is to compensate for the risks associated with a specific post. The intent of the Hardship Allowance (HA) is to compensate for the living conditions existing at a specific post;

OP IMPACT (Kuwait -		OP33	2	2	Applicable	DCBA 1609 081814Z APR 16
OP IMPACT (OS HUB		OP33	2	2	Applicable	FRAGO 001 TO CDS DIRECTIVE 002 - Dated 30 May 16 (Classified); DCBA 1609 081814Z APR 16
OP IMPACT (Kuwait -		OP33	3	2	Applicable	DCBA 413 251535Z JUN 15; DCBA 1604 021557Z MAR 16
OP IMPACT (OS HUB Kuwait OPCOM JTF-I - ALI AL SALAM)		**OP33**	**3**	**2**	**Applicable**	**FRAGO 001 TO CDS DIRECTIVE 002 - Dated 30 May 16 (Classified)**
OP IMPACT (Kuwait -		OP33	2	2	Not Applicable	DCBA 1609 081814Z APR 16
OP IMPACT (Kuwait -		OP33	3	2	Applicable	DCBA 413 251535Z JUN 15; DCBA 1604 021557Z MAR 16
OP IMPACT (Kuwait		**OP33**	**3**	**1**	**Not Applicable**	**DCBA 4 1627 131457Z OCT 16 HA eff: 1 Nov 16 and RA eff: 1 Apr 17**
OP IMPACT (Kuwait		OP33	2	2	Applicable	DCBA 413 251535Z JUN 15; DCBA 1604 021557Z MAR 16; DCBA 4 1627 131457Z OCT 16
OP IMPACT (Iraq)			4	3	Applicable	DCBA 401 111840Z FEB 15
OP IMPACT	(MLT)	OP35	3	3	Applicable	DCBA 417 031829Z NOV 15; DCBA 4 1627 131455Z OCT 16
OP IMPACT		OP36	4	3		
OP IMPACT		OP34	2	1	Not Applicable	DCBA 1609 081814Z APR 16

Current as of: 25 Oct 16
Last DHRC meeting: 15 Dec 16

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Leave Policy

Pre-deployment
- Special Leave (Relocation-Embarkation)
- Annual Leave (FY / Leave Accumulation)

Deployment
- SL(M) 2.5 days per 30 deployed / SL(MT) actual travel days
- No Annual Leave
- Home Leave Travel Assistance (HLTA)
- Compassionate Leave (urgent and exceptional personal reasons)
- Compassionate Travel Assistance
- Leave Block should not exceed 25 days; allowances cease on 26th day

Redeployment
- All SL leave must commence immediately following reintegration
- Special Leave (Relocation-Disembarkation)
- Annual Leave
- Short Leave

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Commandement des opérations interarmées du Canada

Special Leave (Mission) Calculations Lessons Learned

SL(M) 2.5 days per 30 deployed / SL(MT) actual travel days

Examples of 'potential' HLTA issues:

- Days between ports do not coincide with HLTA plan
  - Provide flexibility from port arrival to HLTA departures
- Passports & Visas
  - **Ensure expiry dates on passport are IAW airline and country of entry; check for visa requirements, and travel advisories**
- Operations impact HLTA
  - Flights change;
  - Consult with J1 if uncertain of impact to allowances.
- Flight change / cancel
  - Ensure mbrs are briefed on who to contact;
  - Issue advances, to alleviate financial pressures.
- Compassionate issues
  - Combine SL(M) with compassionate leave to assist
  - No annual leave is auth

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Home Leave Travel Assistance

- HLTA is not authorized in the first 30 calendar days at the post nor during the last 30 calendar days at the post;
- Third Location HLTA rates from Kiev - $1533, $Lviv - 1792 CAD. Effective 1 June 2016.

- Third location rates are a fixed allowance (see above)
  - Direct travel to that location;
  - Receipts; no stat declarations;
  - DCBA will require:
    - Port of departure;
    - Airport of departure; and,
    - Approx dates

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Compassionate Travel Assistance

- CBI 10.23 / FSD 54
- CO can approve up to 14 days compassionate leave;
- CTA is via DCBA approval.
- Written confirmation from attending physician or death certificates for claim settlement;
- Reimbursement for CTA is limited to air transportation, ground transportation (to/from airports), max 5 days accommodations at the destination (no non-commercial accommodations), no meals, no incidentals, no car rental.

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TFC Auth Repatriations

- **Category A**
  - This category is used for repatriation where the member is required to return early from an operational deployment to fulfill a career action such as posting, release or training. The authority to authorize this is retained by Comd CJOC based on recommendations from CJOC J1 and the deployed TF Comd.

- **Category B**
  - This category is used for repatriation of a member where, based on the advice and information provided to the TF Comd, there exists a physical or mental health issue with the member that requires the early and permanent return from an operational deployment that cannot be resolved using the facilities available to the deployed force in the operational theatre, and where the member is not nor can be gainfully employed for the remaining duration of the scheduled deployment because of the medical condition.

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Commandement des opérations interarmées du Canada

TFC Auth Repatriations (cont'd)

- **Category C**
  - This category is used for repatriation of a member where, based on the advise and information provided to the TF Comd, there exists a compassionate situation that requires the early and permanent return from an operational deployment to assist in resolving a personal situation that can not otherwise be facilitated.

- **Category D**
  - This category is used for the repatriation of a member where, based on the advice and information provided to the TF Comd, it is deemed inappropriate to retain the member on the operational deployment because his/her continued presence is or could potentially be detrimental to the operational effectiveness of the deployed force.

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

A0638628_14-000850

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JDs / JIs / TSOs

Job Descriptions and Joining Instructions

- Need to be kept current and posted on both CFTPO an the CJOC website
- Currently no job descriptions are posted

Minimum J1 Task Force Standing Orders

- Alcohol Policy
- Casualty Reporting/Notification (to include Mortuary Affairs)
- Personal Relationship / Fraternization/Op HONOUR
- Leave / HLTA
- Morale & Welfare
- R&R
- Repatriations - Replacements
- Strongly Recommend that you assign an HA/WRA

These are the minimum required

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Annual / Theatre PERs

- All PERs as per new format; activity=result. Theatre PERs for >90 days in theatre; no opt-out option available; 9 lines for Both types of PERs.
- PERs requiring CJOC signatures are sent to CJOC, 30 days prior to redeployment (PER Processing will accept scan copy + original of mbr's signature); CJOC will send to PER Processing;
- Theatre will send all other PERs direct to PER Processing
- PERMON is theatre's responsibility

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

A0638628_15-000851

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Morale & Welfare

Rest and Relaxation

Spending Authority: Provided to TF Comd to enhance morale of deployed members: $2 per day / $60 per member per month; to offset R&R centre expenses. Can divide the funds as TFComd sees fit. e.g. $40 to mbr $20 TFComd.

HLTA

Amenity Support – Other Welfare Equipment – CFMWS / PSP

- Reading materials (Magazines, Newspapers)
- DVD's (Top release each week)
- Books (available upon request)
- Sports & Fitness Equipment

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Honours and Awards

Op IMPACT

- GCS-EXP (aircrew) and GSM-EXP
  - 30 days cumulative service (Bar for every 180 days thereafter)
- Major Rick Champagne, (613) 993-6932.

See Canadian Honours Chart
http://www.cmp-cpm.forces.gc.ca/dhr-ddhr/chc-tdh/index-eng.asp

Direct liaison with DH&R is not permitted.

Canadian Joint Operations Command
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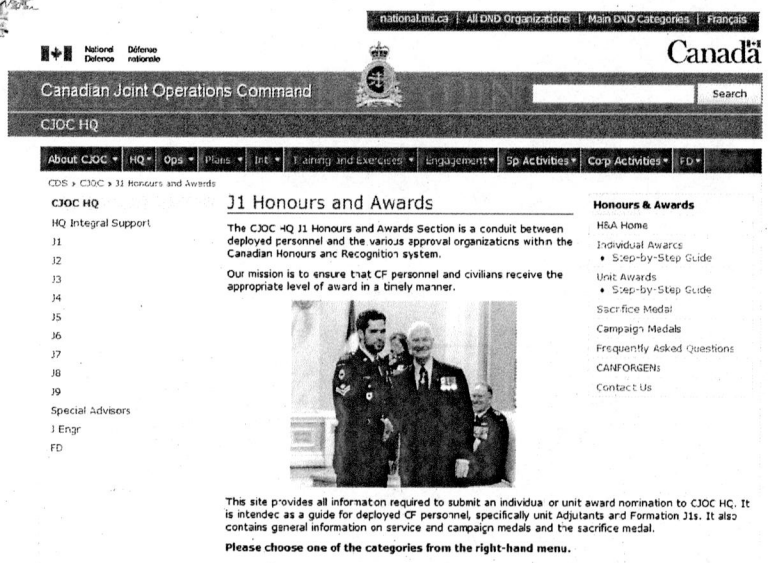
H&A - Individual / Unit

- Victoria Cross (V.C.)
- Star of Military Valour (S.M.V.)
- Medal of Military Valour (M.M.V.)
- Decorations for Bravery (C.V., S.C., M.B.)
- Mention in Dispatches (MID)
- Meritorious Service Cross (M.S.C.)
- Meritorious Service Medal (M.S.M.)
- Chief of the Defence Staff Commendation (CDSC)
- Commander's Commendation (Comd C)
- Commander's Coin and Chief Warrant Officer's Coin
- Commander-in-Chief Unit Commendation
- Canadian Forces' Unit Commendation

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

H&A – CJOC J1 Web Site



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Redeployment & Reintegration

- Reintegration applies to all deployments >60 days (CANFORGEN 118/05)
- Redeployment/reintegration orders req'd.
- Road to Mental Readiness TAVs.
- Post-deployment Reintegration / Partial Work Program / Leave

Canadian Joint Operations Command
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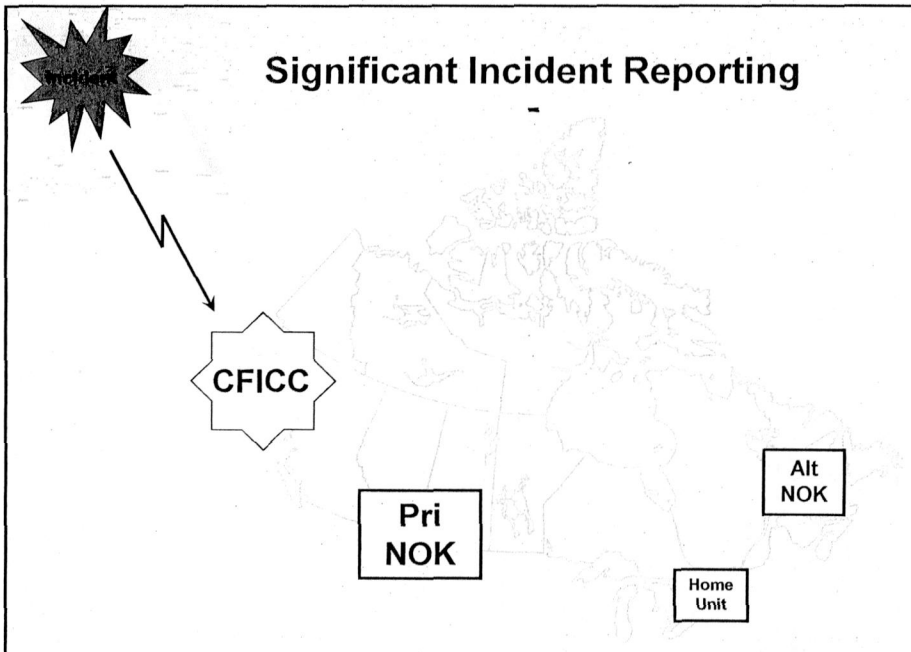
Significant Incident Reporting



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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Mortuary Affairs

- CF does not have dedicated Mortuary Affairs MOS
- CF uses contracted Mortuary Affairs Specialist MacKinnon and Bowes out of Toronto
- Chief Coroner of Ontario is Coroner of record for CF

- TF SO must be updated to reflect any changes in theatre
- CJOC to coordinate M&B movement to RV location

Canadian Joint Operations Command
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Questions?

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A0638628_19-000855

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Personnel Support

CJOC J1 Ops Desk Officers
Maj Charles Riffou
MWO Diane Jalbert

KLE
25 January 17

Op IMPACT CO JTFSC
Roto 4

J1 Points

- J1 Organization
- Operational Allowances
- Leave
- Repatriations - Replacements
- JDs / JIs / TSOs
- Honours & Awards
- PERs
- Morale & Welfare
- Redeployment & Reintegration
- Mortuary Affairs

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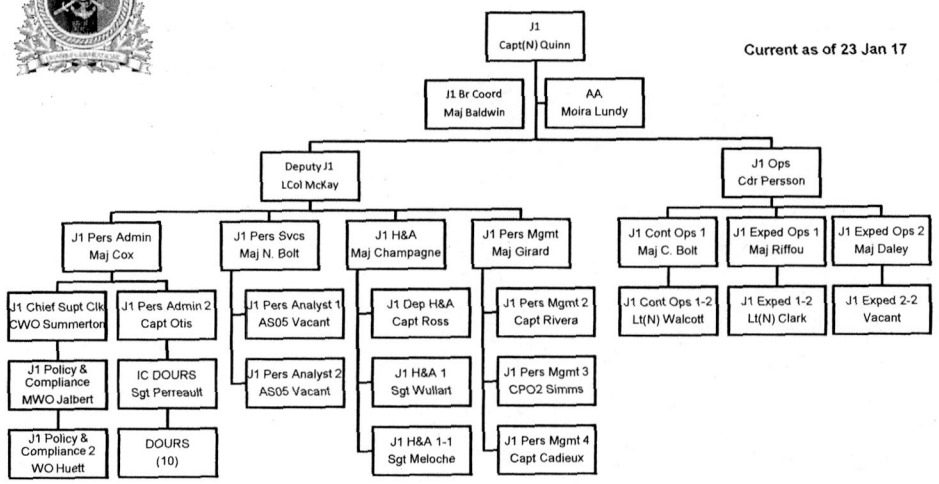
J1 Organization



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

J1 Contacts

- J1 Exped Ops 1, Maj Charles Riffou – 613-945-2200
- J1 Pol & Compl, MWO Diane Jalbert – 613-993-9606
- J1 OIC DOURS – Maj Carman Cox - 613-945-4875
- J1 IC DOURS – Sgt Priscilla Perreault – 613-945-2326

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Commandement des opérations interarmées du Canada

A0638628_21-000857

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Operational Allowances

- Operations Foreign Service Premium (CBI 10.3.04)
- Hardship Allowance (CBI 10.3.05)
- Hardship Bonus Allowance (CBI 10.3.06)
- Risk Allowance (CBI 10.3.07)

- Leave TSO
- Leave restrictions and HLTA considerations
  - HLTA applies for deployments >120 days
  - Manning of critical posns & capabilities
  - CAL
  - HLTA backfill requirements; request TAV backfills during HLTA periods
  - PSP support

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

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Op IMPACT Hardship and Risk

- The intent of the Risk Allowance (RA) is to compensate for the risks associated with a specific post. The intent of the Hardship Allowance (HA) is to compensate for the living conditions existing at a specific post;

CURRENT RATES - CJOC OPERATIONS							
HARDSHIP AND RISK LEVELS		as of 24 Jan 17					
OPERATION/LOCATION		OP CODE	HA LVL	RA LVL	TAX RELIEF	MESSAGE AUTHORITY	EFF DATE
OP IMPACT		OP33	3	2	Not Applicable	DHRC Minutes	16-Dec-16
OP IMPACT	(MLT)	OP35	3	3	**Applicable**	DCBA 4 1627 01 08 13 1457Z OCT 16	13-Oct-16
OP IMPACT		OP36	3	2	**Applicable**	DHRC Minutes	16-Dec-16
OP IMPACT		OP34	2	1	Not Applicable	DCBA 1609 081814Z APR 16	1-Apr-16
OP IMPACT			2	2	**Applicable**	DHRC Minutes	16-Dec-16
OP IMPACT			2	2	Not Applicable	DHRC Minutes	17-Dec-16

Current as of: 24 Jan 17
Last DHRC meeting: 15 Dec 16

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A0638628_22-000858

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

Leave Policy

Pre-deployment
- Special Leave (Relocation-Embarkation)
- Annual Leave (FY / Leave Accumulation)

Deployment
- SL(M) 2.5 days per 30 deployed / SL(MT) actual travel days
- No Annual Leave
- Home Leave Travel Assistance (HLTA)
- Compassionate Leave (urgent and exceptional personal reasons)
- Compassionate Travel Assistance
- Leave Block should not exceed 25 days; allowances cease on 26th day

Redeployment
- All SL leave must commence immediately following reintegration
- Special Leave (Relocation-Disembarkation)
- Annual Leave
- Short Leave

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Special Leave (Mission) Calculations Lessons Learned

SL(M) 2.5 days per 30 deployed / SL(MT) actual travel days

Examples of 'potential' HLTA issues:

- Days between ports do not coincide with HLTA plan
  - Provide flexibility from port arrival to HLTA departures
- Passports & Visas
  - Ensure expiry dates on passport are IAW airline and country of entry; check for visa requirements, and travel advisories
- Operations impact HLTA
  - Flights change;
  - Consult with J1 if uncertain of impact to allowances.
- Flight change / cancel
  - Ensure mbrs are briefed on who to contact;
  - Issue advances, to alleviate financial pressures.
- Compassionate issues
  - Combine SL(M) with compassionate leave to assist
  - No annual leave is auth

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Home Leave Travel Assistance

- HLTA is not authorized in the first 30 calendar days at the post nor during the last 30 calendar days at the post;
- Third Location HLTA rates from Kiev - $1533, $Lviv - 1792 CAD. Effective 1 June 2016.
- Third location rates are a fixed allowance (see above)
  - Direct travel to that location;
  - Receipts; no stat declarations;
  - DCBA will require:
    - Port of departure;
    - Airport of departure; and,
    - Approx dates

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Commandement des opérations interarmées du Canada

Compassionate Travel Assistance

- CBI 10.23 / FSD 54
- CO can approve up to 14 days compassionate leave;
- CTA is via DCBA approval.
- Written confirmation from attending physician or death certificates for claim settlement;
- Reimbursement for CTA is limited to air transportation, ground transportation (to/from airports), max 5 days accommodations at the destination (no non-commercial accommodations), no meals, no incidentals, no car rental.

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TFC Auth Repatriations

- **Category A**
  - This category is used for repatriation where the member is required to return early from an operational deployment to fulfill a career action such as posting, release or training. The authority to authorize this is retained by Comd CJOC based on recommendations from CJOC J1 and the deployed TF Comd.
- **Category B**
  - This category is used for repatriation of a member where, based on the advice and information provided to the TF Comd, there exists a physical or mental health issue with the member that requires the early and permanent return from an operational deployment that cannot be resolved using the facilities available to the deployed force in the operational theatre, and where the member is not nor can be gainfully employed for the remaining duration of the scheduled deployment because of the medical condition.

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TFC Auth Repatriations (cont'd)

- **Category C**
  - This category is used for repatriation of a member where, based on the advise and information provided to the TF Comd, there exists a compassionate situation that requires the early and permanent return from an operational deployment to assist in resolving a personal situation that can not otherwise be facilitated.
- **Category D**
  - This category is used for the repatriation of a member where, based on the advice and information provided to the TF Comd, it is deemed inappropriate to retain the member on the operational deployment because his/her continued presence is or could potentially be detrimental to the operational effectiveness of the deployed force.

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JDs / JIs / TSOs

Job Descriptions and Joining Instructions

- Need to be kept current and posted on both CFTPO an the CJOC website
- Currently no job descriptions are posted

Minimum J1 Task Force Standing Orders

- Alcohol Policy
- Casualty Reporting/Notification (to include Mortuary Affairs)
- Personal Relationship / Fraternization/Op HONOUR
- Leave / HLTA
- Morale & Welfare
- R&R
- Repatriations - Replacements
- Strongly Recommend that you assign an HA/WRA

These are the minimum required

Annual / Theatre PERs

- All PERs as per new format; activity=result. Theatre PERs for >90 days in theatre; no opt-out option available; 9 lines for Both types of PERs.
- PERs requiring CJOC signatures are sent to CJOC, 30 days prior to redeployment (PER Processing will accept scan copy + original of mbr's signature); CJOC will send to PER Processing;
- Theatre will send all other PERs direct to PER Processing
- PERMON is theatre's responsibility

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Morale & Welfare

Rest and Relaxation

Spending Authority: Provided to TF Comd to enhance morale of deployed members: $2 per day / $60 per member per month; to offset R&R centre expenses. Can divide the funds as TFComd sees fit. e.g. $40 to mbr $20 TFComd.

HLTA

Amenity Support – Other Welfare Equipment – CFMWS / PSP

- Reading materials (Magazines, Newspapers)
- DVD's (Top release each week)
- Books (available upon request)
- Sports & Fitness Equipment

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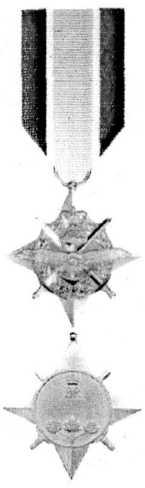
Commandement des opérations interarmées du Canada

Honours and Awards



Op IMPACT

- GCS-EXP (aircrew) and GSM-EXP
  - 30 days cumulative service (Bar for every 180 days thereafter)
- Major Rick Champagne, (613) 993-6932.

See Canadian Honours Chart
http://www.cmp-cpm.forces.gc.ca/dhr-ddhr/chc-tdh/index-eng.asp

Direct liaison with DH&R is not permitted.

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H&A - Individual / Unit

- Victoria Cross (V.C.)
- Star of Military Valour (S.M.V.)
- Medal of Military Valour (M.M.V.)
- Decorations for Bravery (C.V., S.C., M.B.)
- Mention in Dispatches (MID)
- Meritorious Service Cross (M.S.C.)
- Meritorious Service Medal (M.S.M.)
- Chief of the Defence Staff Commendation (CDSC)
- Commander's Commendation (Comd C)
- Commander's Coin and Chief Warrant Officer's Coin
- Commander-in-Chief Unit Commendation
- Canadian Forces' Unit Commendation

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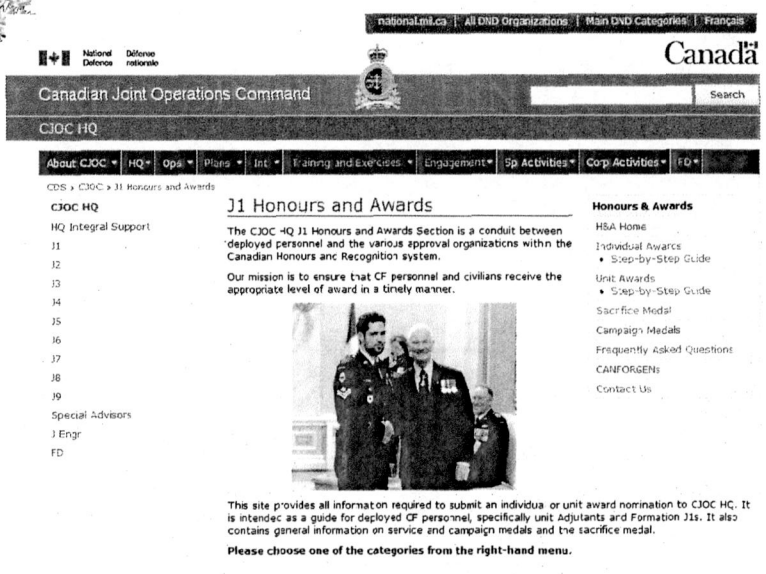
H&A – CJOC J1 Web Site



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Redeployment & Reintegration

- Reintegration applies to all deployments >60 days (CANFORGEN 118/05)
- Redeployment/reintegration orders req'd.
- Road to Mental Readiness TAVs
- Phase Two – Decompression TLD (as applicable)
- Post-deployment Reintegration / Partial Work Program / Leave

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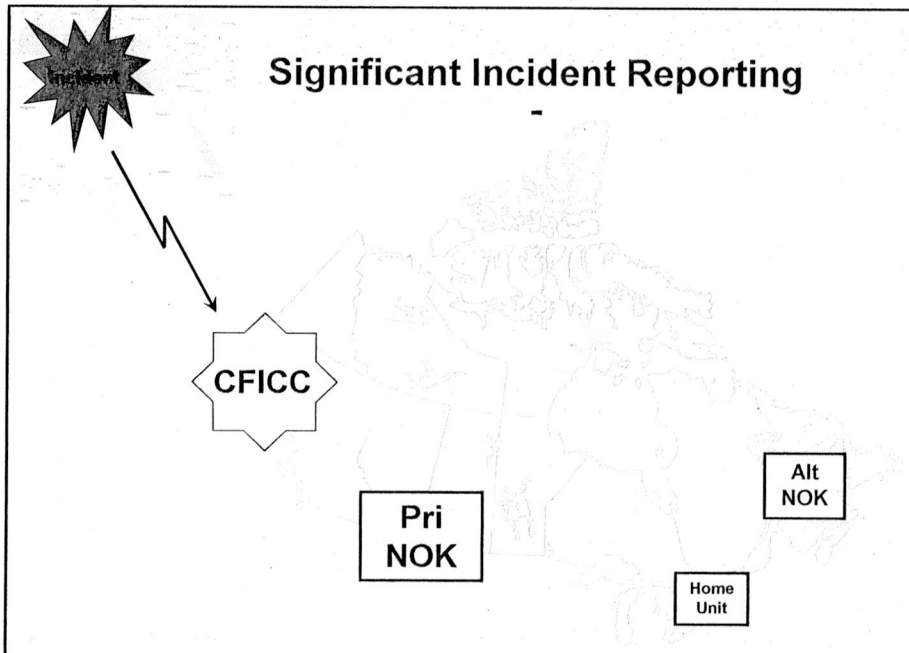
Significant Incident Reporting



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Mortuary Affairs

- CAF does not have indigenous Mortuary Affairs service
- CAF uses contracted Mortuary Affairs Specialist MacKinnon and Bowes out of Toronto
- Chief Coroner of Ontario is Coroner of record for CF

- TF SO must be updated to reflect any changes in theatre
- CJOC to coordinate M&B movement to RV location

Questions?

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Commandement des opérations interarmées du Canada

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JTF-I Air Operations

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s.19(1)

Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

3350-01(J1/RDIMS #421775)

19 January 2017

Distribution List

DESIGNATION OF COMMANDING OFFICER –
OP IMPACT JOINT TASK FORCE - ROTO 4

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
B. Canadian Forces Organization Order (CFOO) 9518 051200Z OCT 12
C. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers
D. 5275-1 (J1) Designation of Commanding Officer – Op IMPACT Joint Task Force – ROTO 4, 07 January 2017
E. 3350-1 (J1) Designation of Commanding Officer – Op IMPACT Joint Task Force – ROTO 4, 09 January 2017

1. I hereby designate the following officers to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel attached to JTF-I in their respective area of responsibility for Op IMPACT.

Service Number	Rank / Name	Position	Date of POCT
		CO JTF-I HQ	13 Feb 2013
		JTF-I Det Erbil CO	31 Dec 2016
		CO ATF-I TacHel Det	3 Dec 2014

2. You are to develop and issue appropriate terms of reference to the above officers. Pursuant to reference C, all have met the training standard and shall continue to meet the requirements during their designation as a Commanding Officer.

National Défense
Defence nationale

Canada

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3. This designation will be in effect until redeployment or until rescinded at my direction.

S.J. Bowes
Lieutenant-General

Distribution List

Action

Commander JTF-I

Information

CJOC HQ Ottawa//COS Ops/J1/J3/J8/LEGAD//
JTF-I HQ Kuwait//CO
JTFI Det Erbil//CO
ATF-I HQ Kuwait//Comd
OS Hub South West Asia//CO

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Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-01(COS Sp – RDIMS #421894)

14 January 2017

Distribution List

DESIGNATION OF
ACTING COMMANDING
OFFICER OPERATIONAL
SUPPORT HUB SOUTH-WEST ASIA

References: A. CDS Designation of Commanding Officers Order, 19 August 2013
B. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

I hereby designate, as Commanding Officer of Operational Support Hub South-West Asia while Deri is on leave outside Kuwait from 11 February to 1 March, 2017. LCdr Fleury meets all the prerequisites for this position in accordance with reference B.

S.J. Bowes
Lieutenant-General

Distribution List

Action

Commander JTF-I Op IMPACT
CO OS Hub SWA

Information

CJOC//COS Ops/COS Sp/DCOS Sp/J1/J3/J8/LEGAD/

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Defence nationale

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MINUTE SHEET - NOTE DE SERVICE

DESIGNATION – DÉSIGNATION	SECURITY CLASSIFICATION - COTE DE SECURITÉ
PROTECTED A	
FILE NO - No DE DOSSIER 3350-1	DATED – DATÉE 24 Jan 17

SUBJECT – SUJET
Designation Letter CO JTFSC – Op IMPACT JTF-I, ROTO 4 –

REFERRED TO
TRANSMIS A

Comd
(thru CoC)

REMARKS – REMARQUES

Sir,

1. Attached is subj letter for your signature.

2. has been nominated as CO JTFSC by JTF-I TF Comd (Flag A). She meets all requirements listed in Flag B including PORT as per Flag C. The nominee's AWSE application to the rank of LCol is in progress – awaiting L1 endorsement. Also included is the member's MPRR (Flag D) for your perusal.

3. Recommend endorsement.

C. Riffou
Maj
J1 Exped Ops 1
945-2200

② NTF
Nominee's AWSE endorsement was completed and approved by DComd on 3 Feb 2017 thru email notification EA 02/02

Flag Synopsis

Flag A – 3350-1 (J1) Designation of Commanding Officer – Op IMPACT Joint Task Force – Iraq Roto 4 dated 24 January 2017
Flag B – CFTPO #404196 JTFSC CO printed 2017-01-24
Flag C – DLN Presiding Officer Re-certification Test dated 23/01/2017
Flag D – Maj Malouin's MPRR dated 24 Jan 17

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PROTECTED A

Commander Commandant

Joint Task Force - Operation IMPACT
Force Opérationnelle Interarmée - Irak Opération IMPACT

3350-1 (J1)

24 January 2017

Distribution List

DESIGNATION OF COMMANDING OFFICER –
OP IMPACT JOINT TASK FORCE- ROTO 4

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
B. Canadian Forces Organization Order (CFOO) 9518 051200Z OCT 12
C. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

1. In accordance with Ref A, I hereby request that the following officers be designated as Commanding Officers (COs) to their respective organizations for Op IMPACT Roto 4:

Service Number	Rank / Name	Position	Date of POCT
		CO JTFSC	23 Jan 2017

2. It is confirmed that the officers identified above meet all the training standards found at Ref C. The designation of these COs will enable JTF-I leadership to have full disciplinary powers over their own organization. Furthermore, it will cover any gaps in jurisdiction while key personnel are away on Special Leave (Mission).

S.A. Brennan
Brigadier-General

Distribution list (next page)

PROTECTED A

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Distribution list

Action

Commander CJOC

Information

CJOC HQ Ottawa//COS Ops/J1/J3/J8/LEGAD
JTF-I HQ Kuwait//COS
JTFSC, OSH-SWA//CO

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National Defence / Défense nationale

Canadian Forces Task Plans & Operations (CFTPO)

Planification et Opérations des Tâches des Forces Canadiennes

Task Authority - Autorisation de la Tâche

Section / Organization **Printed - Imprimé le: 2017-01-24**

OP IMPACT (LOE 3) - 4/JTF-I/JTFSC/HQ (6858/180507 / 0220)

Location ALI AL SALEM AIR BASE, KUWAIT

Position Requirements / Besoins du Poste - 404196

Position Desc / Desc de la Posn:	JTFSC CO
Low Rank/Grade minimum:	LCol
High Rank/Grade maximum:	LCol
Component/Composante:	Regular Force
Security/Securité:	
MOS/SGPM:	GSO (90024)
Gender/Sexe:	
Start Date/Date de Début:	06-FEB-2017
Trg Start Date/Date d'entrainement:	
End Date/Date de fin:	15-JUN-2017
Suggested Source/Assign Sug.:	RCAF/8 WG/2 AIR MOV SQN/
Fin Code/Code fin.:	DEPLOY & REDEPLOY COSTS FIN CODE: FC 0150D3 CC 0150C3 IO 3701017 FUND C190 GL 2218. PRE- & POST-DEPLOY EXPENSES: COST CAPTURED BY FGS UNDER FUND C190. LINK ALL IO TO IO GROUP IMPACTLOO3
Contact:	MAJ QUINLAN CJ., CJOC J3 ME2/ 613-945-2364/ christopher.quinlan@forces.gc.ca
Languages (E/F)/Langues (A/F):	—/—
Assignment Type/Type d'affectation:	Attached Posting/Affectation temporaire
Qualifications Required/Requis:	AIEC (Summary Trial Presiding Off) AJNU (Expenditure Management Course) 301000 (Contracting Direct with Trade) C215E (Green Procurement)

Nominee/Nomination -

Surname/Nom:	Malouin
Initials/Initiales:	AMJ
Rank/Grade:	Maj
Gender/Sexe:	Female
Component/Composante:	Reg F
Security/Securité:	Secret
MOS/SGPM:	Logistics - Air (00328-02)
Start Date/Date de début:	06-FEB-2017
End Date/Date de fin:	15-JUN-2017
Dag Date/Date du VAD:	
Unit/Unité:	2 Air Mov Sqn
HRMS Home Posn:	49470

MCS

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Position 404196

Joining Instructions / Instructions de ralliement

Joining Instructions can be found at the following link:

http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=17919

Coordinating Instructions / Instructions de coordination

ALL PERS TRAVELLING ON CAL ARE TO LIMIT IDENTIFYING INFORMATION ON LUGGAGE TAGS TO NAME ONLY. TAGS SHOULD AVOID IDENTIFYING MEMBERS HOME OR DEPLOYED UNIT /SECTION.

Detailed Mounting/Admin Instructions can be found at the following link:

http://cjoc-coic.mil.ca/sites/intranet-eng.aspx?page=17919

Remarks / Remarques

POSITION SOURCE AS PER EMAIL CAPT LANGLOIS, CJOC J3 TO&E, D/18 JAN 17.

ALL MBRS OF OP IMPACT WILL BE CONSIDERED TO BE AT THEIR PLACE OF DUTY UPON ARRIVAL INTO THE JOA WHEN RSOM IS CONDUCTED, as per email Capt Langlois, CJOC J3 TO&E, D/16 Sep 16.

NOMINATION FOR THIS POSITION WILL BE DETERMINED THROUGH A CJOC SELECTION PROCESS. QUESTIONS REGARDING THIS PROCESS MAY BE DIRECTED TO THE CJOC COS SP STAFF.

POSITION REQUIREMENT(S):

MEMBERS REQUIRE VALID TSSA CLEARANCE. MEMBERS USS TO FILL OUT NSC REQUEST FORM AND SUBMIT TO THE CJOC DCOMCO TO ENSURE CLEARANCES ARE VALID AND TRANSMITTED. QUESTIONS REGARDING THIS PROCESS SHOULD BE DIRECTED TO ++CJOC COMCO@CJOC HQ@OTTAWA-HULL

FORM AVAILIBLE AT http://collaboration-cjoc.forces.mil.ca/sites/OpIMPACT/Approved/

PRE-DEPLOYMENT TRAINING:

NOMINEES TO THIS POSITION ARE REQUIRED TO ATTEND THE JTF-I FOUNDATION TRAINING EVENT IN TRENTON, ON, DATES TBC. AS THE PFG FOR OP IMPACT, THE RCAF WILL PROVIDE DIRECTION REGARDING PRE-READING PACKAGE IN ADVANCE OF ATTENDING THIS COLLECTIVE TRAINING.

EQUIPMENT REQUIREMENT(S):

MEMBERS ARE TO DEPLOY WITH 2X CBRN CANISTERS

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[redacted]

This certifies that

has completed the DLN Presiding Officer Re-certification Test on

23/01/2017

[redacted]

NOTE: Expiry of certification is 4 years from the date of successful completion of the PORT

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CCM #:	RDIMS #:
CSNI File Path / Chemin d'accès IRSC :	

CJOC TRANSMITTAL SHEET
FEUILLE DE TRANSMISSION COIC

SUBJECT / OBJET:

BRIEF DESCRIPTION / BREF DESCRIPTION: ADM (HR-CIV) AWARDS AND RECOGNITION
SUSPENSE DATE / D'ÉCHÉANCE: _____

ORIGINATOR / DEMANDEUR:

Date	Name/Nom	Rank/Rang	Position/Poste	Local/Locale
24 Jan 17	Riffou	Maj	J1 Ops ME	2200

TO/À	REMARKS/REMARQUES	FROM/DE
D/J1	Ma'am, for your review and onward	Riffou, Maj Ops ME Date Name, Rank, Position
COS sp	For approval Sir.	30/01 Cdr C.T. Parsons J1 OPS Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

Event Request: Required / Not Applicable
Demand Évènement: Requis / Sans Objet

ADVISOR(S) CONSULTED / CONSEILLER(S) CONSULTÉ(S)

ADVISOR(S) / CONSEILLER(S)		
LEGAD	Reviewed - No comments	30 JAN 17 Maj JG Halpin LEGAD, CJOC LA Date 613-99[redacted]28 Position
		Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

L1	EXTERNAL CONSULTATION / CONSULTATION EXTERNE	
		Date Name, Rank, Position
		Date Name, Rank, Position

After final signature, file returns to Secretariat to be logged out and processing to CR for distribution
Après la signature finale, le fichier est retourné au secrétariat pour être procédé et envoyé au DCD pour distribution.

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Memorandum

3350-1 (J1)

January 2017

Distribution List

AFTER ACTION REPORT - THIRD
LOCATION DECOMPRESSION (TLD) – MADRID

Situation

1. The third location decompression (TLD) for returning members Op IMPACT R3 TAC AVN DET in two chalks was arranged for 8 – 12 and 15 - 19 January 2017, in Madrid, Spain.

2. The fol staff assembled to administer the TLD for the Op IMPACT R3 TAC AVN DET pers:

a. , TLD Coord, CJOC J1;

b. 2IC, CJOC J1;

c. Mental Health Worker CFB Valcartier; and

d. PSP rep, CFB Wainright.

Main Effort

3. The purpose of this TLD was the delivery of the Road to Mental Readiness (R2MR) briefing, provide accessibility to a mental health worker for one-on-one counselling, and a variety of rest and relaxation (R&R) opportunities. These offerings facilitated the transition from a theatre mentality to that of domestic stability post deployment. All CAF pers had the time after the mental health briefing, up until the departure of the shuttles for the airport, to participate in some R&R, and mental health counselling.

Staff Activity

4. R2MR and Mental Health. All CAF pers were informed during the initial brief at the hotel that the mental health briefing would be mandatory for all, and would be offered in both official languages. Both chalks chose to have their briefings in French. The conference room was sufficient in size to allow for an intimate setting, promoting an interactive environment for the briefings. There were several opportunities during the briefings for the troops to interact, and in some cases laugh and vent their concerns. The environment fostered a sense of calm and comfort, which allowed/encouraged max participation, as reflected by the positive feedback provided to the TLD Support Team on

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the R2MR and MH sessions. The MHW's interactive approach set the tone for the brief not to be on 'receive mode' only, but highly interactive and communicative between all participants. The R2MR brief was deemed a success on all accounts. After the briefing some of the members had a few points they wanted to discuss with the MHW, to which they were quite satisfied with their responses afterwards.

5. R&R. As soon as the PSP rep was named, he began communicating with the TLD Coord and Theatre Adjt. Theatre had sent their interests to the PSP rep. Once he received the information he researched what everyone wanted to do and had the information available for when they arrived in Madrid, Spain. He attended a meeting with the TLD Coord, 2IC and MHW at the Canadian Embassy to discuss current affairs and security for the city so that we could make better-informed, safe choices for the troops. Numerous activities, some with group options, were provided to theatre by the PSP rep, seeking interest and future planning opportunities. As this TLD was authorized just before Christmas the TLD Theatre POC liaised with the PSP rep to make sure that everyone on the TLD had a chance to communicate and send their interests to him. The PSP rep only had the last week after Christmas and a few days after New Year prior to the start of the TLD task to set up and plan from abroad. By the time the troops arrived and were ready for R&R on 8 Jan 17 and 15 Jan 17, they had all sent what they wanted to do.A few from each chalk signed up for the wine tasting tour, with the others taking in other sightseeing tours. Both chalks activities were very well received and deemed a success by those who participated. Many other activities were available as well, such as bus tours, museums, King's Palace and so on. The PSP rep provided an invaluable service to our members during this TLD task and was very well appreciated for his efforts.

6. Logistics and Admin. The CJOC J4 Contracts Officer , Capt W. Stubs, worked on the contract for the hotel and transportation for the troops to and from hotel Emperador, Madrid. The hotel management rep was onsite along with the daytime hotel manager, which made things run smoother for bussing to and from the airport. The hotel management was the in-between for the bus company and the TLD Support Team, which worked fine except for lack of comms with the bus driver for the first pickup. No secured baggage room was provided by the hotel, as it had been found out in the past that the baggage room wasn't used. Everyone at the Emperador staff was extremely helpful and courteous as TLD Support Staff and TLD members commented on the professionalism the hotel showed.

Support

7. Security. All pers were encouraged to use the buddy system at all times when travelling outside the hotel. On the nights of 8,11,15 and 18 Jan 17, a curfew for the hotel was in place for 2300hrs. The objective was to ensure all pers met their timings for briefings and departure times from the hotel to the airport for those evenings. A sign-in sheet was left at the main desk of the hotel for all to sign upon return those nights. No incidents.

8. Medical. There was no Med Tech included with the TF pers. The local medical facilities were deemed to be adequate and close by. NSTR.

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9. CIS. TLD support staff was better able to handle the changing requirements during this task as a result of having blackberries for TLD Coord and 2IC. Communication was key to success of some of the challenges this tm endured. It is essential for future staff to have blackberries, so recommend J3 blanket approval blackberries for all TLD staff as soon as they are selected. Not all sp bases were quick or eager to accommodate the TLD members with a blackberry initially, so the TLD Coord, with concurrence from J3 DO, sent an email to use as authority to obtain a BB from their local providers for this task. I would also recommend that the TLD Coord carry a DND laptop as well. Due to the short time frame the MHW and PSP Rep weren't able to have the proper time to acquire blackberries. It is also recommended that anyone bringing DND blackberries and laptops bring adaptors and interfaces for the European sockets as not having them may result in damaging the power chargers and possibly the equipment

10. Financial/Contract. CJOC J4 contracts made arrangements for the accommodation and transportation requirements. They maintained contact with the hotel whenever there were possible impacts to the contract. All TLD Support Team members departed Madrid on 20 Jan 17. CJOC J4 Contracts finalized the contract on 19 Jan 17 with a confirmation e-mail from the hotel management representative and the TLD Coord stating all services were received.

11. Accommodations. It is understood that the contract bids were distributed to hotels in Madrid on short notice and only one responded, approx a week prior to the start of the task. Winning contract awarded to the Hotel Emperador, Madrid, Gran Vía, 53 28013 – Madrid, España. They arranged transportation to and from the airport as per the contract. The concierge service went to great lengths to make sure that the TLD Support Team's needs were met. The front desk team displayed the highest level of professionalism when dealing with the TLD Support Team. Wi-Fi was available throughout the hotel with no known connective problems. The hotel gym was small and could only accommodate two people at a time before it becomes crowded. There were a few gyms in the area, all within walking distance. Recommend looking into a gym membership for the next TLD. The hotel was centrally located in the heart of Madrid and was an excellent choice for a TLD site. Feedback from the troops on this location was all positive.

12. Airlift/Bus. Tpt was coordinated between theatre and J3 DO for TF pers, two groups inbound from theatre and two groups outbound from the hotel. TLD staff arranged their own flights arriving 0830hrs one day prior to the start of the task. Both chalks came in a day early due to operational and economic reasons. In preparation for the arrival of the troops, three members of the TLD tm met the incoming flights and one pers stayed back at the hotel to assist with staggered arrivals in case of flight changes or delays. As it were, there were some issues at the airport with the first chalks shuttle at the airport. The shuttle driver was nowhere to be seen. Leaving a member of the TLD Support Team, he was able to call the shuttle service and make sure the shuttle driver knew where we were.

13. Reporting. There were no minor incidents, disciplinary or SIRs to report. The J1 DO and J1 Coord received reports on an intermittent basis until the day of departure for TF pers. The J3 DO received e-mails anytime a change to the schedule or any issues

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arrised. The TLD Support lead and 2IC/CSM had access to CJOC J1 Mortuary Affairs Checklist and reach back to the CFICC for any possible repatriation.

14. Staff timings. The TLD Support Team arrived in Madrid on the same flight at 0830hrs, 7 Jan 17. We were able to check into the hotel and plan for the incoming first chalk for 8 Jan 17.We met with the Canadian Embassy 9 Jan 17. This meeting was attended by all four TLD staff and deemed very beneficial to all. The 2IC also made contact with the local Police to let them know we were in the area and familiarize himself with any laws the TLD Support Team and TLD members would need to know. It is recommended the TLD tm arrive two to three days ahead the troops for detailed recce and planning, and remain for a day after the troops depart for a hotwash and to make sure that all contractual obligations were met.

15. Staff level. TLD staff size was ideal for this particular TLD group. There were no known requests for a Padre during this task, so apparently the staff members, including the MHW were more than sufficient to meet their needs and concerns. It is recommended to continue with this TLD Support Team composite for future TLDs. The CSM is not only a figurehead for discipline but also a buffer between the troops and TLD Support Team Leader, which would normally be a Major. The 2IC/CSM posn was key to the success of this task. CSM made sure that he had everyone's e-mail and sent out SITREPS to the staff and members on schedule of events or changes which helped keep everyone in the loop and communicating on the same page. The PSP rep was instrumental in the success of this task wrt activities, decompression and morale. It is highly recommended that a PSP rep be included for all future TLD tasks. The MHW was certainly essential for the mental health briefing and availability to all members.

Observations/Recommendations

16. The fol observations and recommendations should improve preparation, conduct and closure of a TLD task. Observations and recommendations during pre-deployment phase as fols:

a. Observation: There were no Terms of References (TORs) identified outlining the role that must be fulfilled. Knowledge of responsibilities could help better plan and prepare for task.
Recommendation: TORs should be generated for each position of the TLD tm. At min, an outline of what each position should consider prior to, during and post TLD.
Action: All TLD staff positions will have a TOR by 28 Jan 17

b. Observation: There was a discrepancy in pers numbers with the flight manifest and the hotel rooms assigned to those CAF members attending the TLD for the second chalk. The TLD Support Team recognised these errors at the airport and corrected them prior to checking in. The Contracting Officer should know of any changes as soon as they become known to amend the contract if needed.
Recommendation: A admin staff in theatre should ensure accuracy of such info prior to submitting to CJOC, and to include terminal information if avail.

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Action: Any changes with discrepancies were identified by the TLD Support Team Leader and were confirmed upon arrival at airport. Changes were relayed to hotel and Contracting Officer.

c. Observation: Key POCs, such as with Cdn Consulate rep, hotel management was established to ensure the TLD tm could address admin and logistical points that could affect their particular tasking.
Recommendation: This was a key element with the TLD success and should be maintained in future.
Action: No further action required on this as POCs were very effective.

d. Observation: Pers assigned to the TLD tm learned of their tasking with a little over two weeks' notice prior to the tasking. This was also compounded by the fact that this fell into the Christmas vacation. With no work staff in the office over the Christmas Holidays we had to wait to book our flights 3 Jan 17 which was cutting it close as we left 6 Jan 17. It was fortunate that the J1 AA was working 3 Jan 17 or the TLD Coord would have had to scramble to get a TAN for his flight and the 2IC. Once TLD Coord flight was booked the itinerary was sent to the other TLD Support team members to get on the same flight
Recommendation: Although the TLD Support Team overcame this relative short notice for booking flights, it would be advantageous if TLD Support Team mbrs could be notified at minimum three weeks prior to deploying. This would allow the team leader the opportunity to formulate a plan, possibly conduct a conference call(s) with the team, so they could feed off each other WRT any tasking concerns and have adequate time. Every effort should be taken to keep the TLD Support Team on the same flights.
Action: All TLD Support Team mbrs flew on the same flight out of Canada and the same one coming back. Would request as soon as TLD is approved, dates confirmed and TLD Coordinator picked that their flight is booked soonest and the rest of the TLD Support Team book as per that itinerary. TLD Coord made sure there was Admin help to book flight and start claim.

e. Observation: The TLD Coord should be involved with every step of the process starting at the SOW and helping write it. The SOW for this TLD had to be amended due to the fact that the TLD Support Team had to get into location earlier to properly setup.
Recommendation: Have TLD Coord once picked to write the SOW to make sure all points are covered for their trip and communicated to the Contracts O before their recce.This would cut down on changes and it would make sure that nothing was missed.
Action: TLD Coord looked over the SOW and sent changes to Contracts O as needed.

f. Observation: When the J4 Contracting Officer did the recce they only had a contract with the hotel. Bussing for the TLD mbrs coming in from the airport wasn't included. Even though it was on the previous AAR that the Contracting Officer had no bussing contract was done up.
Recommendation: Before any TLD recce is done by the Contracting Officer

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an e-mail should be sent spelling out exactly what we want included in the contract. When counting people for bussing make sure that the TLD Support Team are included in those numbers.
Action: TLD Coord had to request a bussing contract a few days before departure

g. Observation: Flights for the two chalks weren't booked until days before they were scheduled to go. In the first case for the chalk that was supposed to be in Madrid for 9 Jan 17. They had to come in for 8 Jan 17 due to operational reasons. For the second chalk they came in 15 Jan 17 due to that day being significantly cheaper. This caused the contracts to be amended to fit these timings. If these flights had been booked when the TLD was approved we would have been able to deal with them before the trip and this would not have caused the extra work for the Contracting Officer
Recommendation: Once the TLD has been approved the J3 DO should ensure that all flights have been booked and let J4 Contracts and J1 know if there are any operational or economic reasons to change the dates. This should all be done soonest.
Action: The TLD Coord notified J4 Contracts and J1 of any changes to the flight schedule.

h. Observation: The need for proper IT equipment was a key requirement. We tried getting BBs for everyone but due to time constraints only the TLD Coord and 2IC could get them. Being in Spain meant that we needed adaptors and power converters for our electronic devices. We were fortunate that the hotel had some extra ones. The TLD Coord had a DND Laptop which came in handy as it was faster to send out messages on the laptop than the BB. It also gave the TLD Coord access to all their notes and information for their stored drive. There is also a form for using the BB outside of North America that has to be filled in. A sample e-mail is attached to this document.
Recommendation: All TLD Support Team mbrs should have the proper adaptors, power converters and BBs. The TLD Coord should also have a DND Laptop. This way if the BB or the laptop goes down you still have the other as a means of communication on DWAN. J3 should auth the TLD Support Team BBs once they have been identified.
Actions: TLD Coord brought a DND Laptop and had a BB. 2IC had a BB. Other TLD Support Team mbrs used their regular phones.

i. Observation: For this TLD the TLD Coord asked theatre to provide Chalk Commanders for the two chalks. This helped to identify any problems or concerns when the TLD mbrs landed. Case in point for the second chalk there was supposed to be 19 people but there were 21 people. The Chalk Commander was able to give me the updated list. I gave that list to the hotel and they were able to update their guest list very quickly
Recommendation: Every TLD have a Chalk Commander and that they should be identified by theatre.
Action: TLD Coord asked theatre for Chalk Commanders before the TLD mbrs left and the Chalk Commander reported to the TLD Coord and 2IC upon

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arrival in Madrid, Spain.

j. Observation: The MHW mentioned that if she had to handle anything she would need a safe in her room to lock it up. Fortunately there were safes in every room.
Recommendation: Make sure there is a safe for the MHW in their room when negotiating a contract.
Action: No action needed at this time.

17. During the TLD tasking the following salient observations were noted:

a. Observation: The flights personnel were changed due to problems with Visas, operational concerns, and for economic reasons. This changed the flights to come in a day early and to have different people in the second chalk.
Recommendation: Any changes should be communicated to the TLD Coord who shall let J1, J3 DO (if necessary) and J4 Contracts know.
Action: All changes were immediately sent back to J1, J4 Contracts and J3 DO.
Action: Verified with Chalk Commanders the lists I had for each chalk for accuracy and changes.

b. Observation: The MHW noted that during the briefings the hotel had to replenish the water and glasses in the room a few times during the brief. She wanted to make sure that this is part of the contract for renting of conference rooms as it is important that the troops stay hydrated.
Recommendation: Make sure that when J4 Contracts books the conference rooms they include water and water replenishment.
Action: The Emperador Hotel Madrid replenished the water in the conference room with no extra cost to the contract.

18. Identified below are several observations noted post TLD:

a. Observation: The TLD for the mbrs went smoothly largely due to the Lessons Learned in the past. The Lessons Learned gave a solid basis for the TLD Support Team to work and build on.
Recommendation: Keep the TLD Sharepoint updated with Lessons Learned and AARs so that future TLD Coords up to date on what they need to know to have a successful TLD.
Action: The TLD Coord will update the TLD Sharepoint site upon return to unit.

b. Observation: Upon completion of the TLD the contract was finalised by the hotel, J4 Contracts and the TLD Coord. All parties were in agreeance that the contract was fulfilled and all the services were received. There was good communication between J4 Contracts and the TLD Coord which helped with making amendments to the contracts.
Recommendation: Future TLDs should have communication between the TLD Coord and J4 Contracts.

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Action: No action at this time.

c. Observation: The hotel was centrally located in downtown Madrid, excessive shopping and activities within mins of the hotel. The hotel front desk staff were outstanding with their support to the TLD
Recommend: Consider the same hotel for the next TLD. Received numerous positive feedback about this location and hotel from the troops.
Action: Will recommend the Hotel Emperador, Madrid to next TLD group.

d. Observation: Future TLD. CJOC contains the necessary staff to conduct a successful TLD in this location with MHW augmentation from CMP and a PSP Rep. Given the experience of this TLD, the support staff will be able to depart the location on the same day as the TF personnel, vice one day later;

e. Participant feedback. The verbal comments from the TF members were positive. Confidence was high that a new standard of economy and effectiveness was achieved in this location; and

f. Task length. Arrival of CJOC staff should remain at least one day prior to the TF pers to ensure all contracted items and services meet the SOW standard. Departure of staff should be arranged to be a day after the TF leaves to make sure all contract obligations have been satisfied.

g. Way ahead. As this is going to be a regular occurance recommend that we have an overall TLD Coord as a Second Duty to help whoever is going on a TLD and to make sure the TLD Sharepoint site is updated.

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Summary

19. The decompression portion for returning TF personnel is an excellent tool to ensure their health and well-being. Two full days of briefings and decompression was sufficient to conduct this task. Any questions regarding this task will be provided by the undersigned at 2296 at your convenience.

M.W. Walcott
Lt(N)
J1 Cont-2
2296

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Action

CJOC J3

Information

CJOC J1

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STATEMENT OF WORK (SOW)
For Hotel Services

OPERATION: Op IMPACT ROTO 3 TAC AVN DET
Madrid, Spain

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1. OVERVIEW AND GENERAL REQUIREMENTS

1.1. Background

1.1.1. The Canadian Armed Forces (CAF) will be participating in Third Location Decompression (TLD) events in January 2017 in Madrid, Spain. The CAF will require Hotel Services for the duration of two separate TLD events from 08-20 January 2017. The initial support staff will arrive on 08 January 2016 and stay throughout the duration of the requirement until 20 January 2016. The first TLD event will take place on 09-12 January 2017. The second TLD event will take place from 16-19 January 2017.

1.2. Objective

1.2.1. The objective of this Statement of Work (SOW) is to obtain Hotel Services in support of the CAF's operation.

1.3. Scope

1.3.1. The Contractor is required to deliver the following services in support of the CAF's events in Madrid, Spain, as follows;

a. Hotel Services as indicated in the matrix at sec 2.2.1

1.3.2. The general approach to the work described in this SOW is that the contract will be managed and administered by a single Prime Contractor who will either deliver all required services, or through sub-contracts, arrange for the delivery of the required services. In either scenario, the Prime Contractor will be wholly responsible for the seamless delivery of all of the required services and will proactively take the necessary measures to ensure that any conflicts or issues are promptly addressed and resolved. The Contractor must provide the services in the geographic location identified in sec 2.2.1

1.4. CAF Responsibilities

1.4.1. The CAF will provide a single Point of Contact (POC) to assist with booking requirements, changes and any additional administrative requirements.

1.4.2. The CAF Technical Authority (TA) will provide to the Contractor the final number of rooms required no later than (NLT) 06 January 2017 and if necessary, the remainder of rooms will be cancelled without penalty.

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1.4.3. The CAF TA will be responsible to provide a list of the names of the personnel utilizing the accommodation at least 48 hrs prior to the occupancy dates.

2. DETAILED TECHNICAL REQUIREMENTS

The requirements detailed below are the minimum requirements. The Contractor may provide alternatives that exceed these requirements.

2.1. Technical Requirement

2.1.1. Rooms must be single occupancy and non-smoking.

2.1.2. General room cleaning service must be performed on a daily basis.

2.1.3. Fresh towel service, shampoo and soaps sufficient for the number of personnel in each room must be provided on a daily basis.

2.1.4. At least one (1) sanitized (clean or disinfected) glass drinking glass in the room must be provided.

2.1.5. Bedding exchange must occur on a weekly basis at minimum.

2.1.6. Rooms must be equipped with one (1) double bed or larger with comfortable bedding. A sofa bed or cot will not be acceptable.

2.1.7. Private full bath with minimum of a toilet, sink and shower.

2.1.8. Safes must be made available within the room or at a minimum at the front desk for CAF personnel storage only.

2.1.9. Alarm Clock or easy access to a reliable wake-up call services.

2.1.10. At least two (2) electrical outlets.

2.1.11. In-room telephone capable of making international calls. Personnel will pay individual phone charges at time of check-out.

2.1.12. Rooms must have internet (Wi-Fi) access throughout the common areas, including guest rooms.

2.1.13. Rooms must meet the local government's standards for hygiene and sanitation.

2.1.14. Additional room charges including personal phone charges, room service, and movie rentals/pay per view will be charged to the individual(s) and will not form part of this contract.

2.1.15. Any damage to rooms will be reported to the identified POC for investigation. Individuals found responsible for damage caused to hotel property will be responsible to pay the charges. All charges for damages will not form part of this contract and will be settled outside of this contract.

2.1.16. Meeting room timings:

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a. A Meeting room must be available on 09 January 2017 and 15 January 2017 from 1400-2200 hours, capable of comfortably seating up to thirty (30) participants.

b. A Meeting room must be available on 10-11 January 2017 and 16-17 January 2017 from 0800-1600 hours, capable of comfortably seating up to thirty (30) participants.

2.1.17. Space in the vicinity of lobby must be made available for the duration of the contract, with a six foot (6') table and 2 x chairs for support staff.

2.1.18. A secure storage room with dimensions of a minimum of six (6) metres x six (6) metres must be made available from 09-12 January 2017 and 16-19 January 2017.

2.1.19. The hotel must include a hot breakfast (North American style) served between 0630-0800 hours.

North American Style Breakfast

Hot Breakfast
Juice
Fruit
Breakfast entrée
Breakfast meat or alternative
Cheese or Yogurt
Two fruit options
Breakfast starch
Breakfast vegetable
Bread product
Coffee and Tea
Condiments/Preserves

2.2. General Requirements:

2.2.1. The CAF requires a provision of Hotel Services for the dates indicated in the matrix below:

Location	Number of Bed Spaces	Single Rooms	Check In date	Check Out Date
Madrid, Spain	4 Bed Spaces	4	08 Jan 17	20 Jan 17
Madrid, Spain	15 Bed Spaces	15	09 Jan 17	12 Jan 17
Madrid, Spain	25 Bed Spaces	25	16 Jan 17	19 Jan 17

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2.2.2. Prior to the contract being awarded, a CAF representative may complete an inspection of the accommodation to ensure they meet the CAF standards for hygiene and safety.

2.2.3. Personnel shall not be relocated to another room during their stay unless it becomes necessary as a result of a maintenance issue.

2.2.4. Subject to availability, the CAF must be able to reduce or increase the bed spaces by fifteen percent (15%) on any one night given 48 hour notice (if bed spaces are available) without additional cost.

2.2.5. The hotel must provide early check-in and late check-out as required to accommodate flight times and/or changes. If not feasible, in lieu of early-in or late-check-out, a second luggage storage area must be provided upon request.

2.3. Meeting Rooms

2.3.1 The CAF requires a provision of meeting rooms for the dates indicated in the matrix below:

Date(s) Required	Seating Capacity (minimum)	Configuration	Time In (Hrs)	Time Out (Hrs)
9Jan 17	30	Theatre style (rows)	1400	2200
10-11 Jan 17	30	Theatre style (rows)	0800	1600
16 Jan 17	30	Theatre style (rows)	1400	2200
17-18 Jan 17	30	Theatre style (rows)	0800	1600

2.3.2 The meeting room must include:

a. Comfortable seating for up to thirty (30) personnel;

b. Water fountain or water pitcher in the room;

c. Flipchart and stand;

d. Microphone;

e. Laptop;

f. Projector and screen. Projector must be able to connect to laptop provided (i.e. HDMI port or other suitable connection port and cabling); and

g. Room layout in theatre shape seating (rows, i.e. 3 rows of ten chairs each).

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2.4 Contractor's Responsibilities;

2.4.1 Contractor must provide access to all hotel amenities for the duration of the personnel's stay including but not limited to parking, restaurant(s) and any fitness facility.

2.4.2 The Contractor must provide all services outlined in this Statement of Works.

2.4.3 The Contractor must provide a local staff member as the primary Point of Contact (POC) for all matters relating to accommodation. The POC must be available from 0800hrs to 1800 hrs daily. Outside these hours, a contact person and telephone/mobile number must be provided if different than the designated individual. These individuals must be able to communicate effectively in English.

3 DELIVERABLES

3.1 Provide hotel service as indicated in section 2.1 and 2.2; and

3.2 Provide meeting room as indicated in section 2.3.

4 TECHNICAL AUTHORITY

4.1 The Technical Authority will be Major Charles Riffou.
Canadian Joint Operations Command
Ottawa Ontario, Canada
Telephone: (613) 945-2200
Email: charles.riffou@forces.gc.ca

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Commander | Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

7150-1 (J8/ RDIMS# 422175)

19 January 2017

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CANADIAN JOINT OPERATIONS COMMAND
FISCAL YEAR 2016/17 T3 FINANCIAL REPORT

References: A. Fiscal Year 2016-17 Financial Reviews/7315-2 (DB/DDFP) 20 April 2016
B. ADM(Fin) e-mail Assessment civilian pay, 3 January 2017

1. As requested at reference A, please find enclosed the Canadian Joint Operations Command (CJOC) T3 financial report. CJOC is identifying pressures of $4.9 million in OFA including $4 million for Operation IMPACT and $900K for Operation REASSURANCE, along with a potential pressure of up to $5 million for setup of enhanced Forward Presence. CJOC is declaring surpluses of $2.5 million in OFA for unfenced Operations, $2.7 million in the Local V1 Operating Budget and $500K in Local V5.

2. CJOC requests an in-year funding transfer of $12K to Assistant Deputy Minister (Science &Technology) to cover O&M costs related to their personnel working within CJOC. Carry forwards of $832K L111 (SWE) and $290K C127 (Reserve Pay) are requested to account for the estimated back pay of public servants and reservists earned during Fiscal Year 2016/17. As requested at reference B, there are estimated public servant underpayments of $227K and estimated overpayments of $156K for CJOC. We will be compiling updates to this estimate moving forward.

3. Questions regarding our T3 submission may be addressed to CJOC J8, Capt(N) R.B. Creighton at (613) 945-2327.

S.J. Bowes
Lieutenant-General

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Annexes:

Annex A – Projected Year-end Financial Position
Annex B – Financial Details of Action Requested
Annex C – OFA Funding Pressure

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Annex A – Projected Year-end Financial Position

Level One (L1) CJOC
T-Review Number T3
Version 1

Fund[1]	Initial Allocation (DRMIS)[2]	Current Budget (DRMIS)[3]	Forecasted Year End Expenditures[4]	Internal Mitigation	FOR ACTION: (Pressures) / Surpluses[5]	Mitigation Strategy/Surplus Explanation[6]
Operating Budgets						
L101 ALL	51,249,621.00	55,573,978.10	53,705,000.00	- 2,575.00	1,871,553.10	Slippage across several areas, transfer from L119 ($2575), $30,000 is for transfer to HR Civ
L102 Local Revenue					-	
L105 ADM(S&T)					-	
L106 Corp Sec					-	
L111 ALL	41,673,164.00	37,446,249.00	36,285,000.00	832,000.00	329,249.00	Vacant positions / delays in staffing, $832,000 is SWE carryforward, $35,000 is transfer to HR Civ
L113 C Army & CJOC	-	4,129,272.00	3,629,272.00	-	500,000.00	Lower than anticipated ranger turnout
L114	54,717.00	54,717.00	54,717.00	-	-	N/A
L116 C Army & CJOC	-	5,832,146.00	5,832,146.00	-	-	N/A
L117	-			-	-	
L118	-			-	-	
L119	2,575.00	2,575.00	-	2,575.00	-	Transfer balance to L101
Vote 1 Total	**92,980,077.00**	**103,038,937.10**	**99,506,135.00**	**832,000.00**	**2,700,802.10**	
L501	3,377,017.00	3,477,017.00	3,075,000.00	-	402,017.00	Unable to deliver SkyWAN SATCOM project
L511					-	
Vote 5 Total	**3,377,017.00**	**3,477,017.00**	**3,075,000.00**	**-**	**402,017.00**	
Total Operating	**96,357,094.00**	**106,515,954.10**	**102,581,135.00**	**832,000.00**	**3,102,819.10**	
Corporate Accounts						
C102 CFINTCOM						
C103 CMPC						
C105 ADM(HR-Civ)						
C107 CMPC						
C108 CMPC						
C109 CMPC						
C110 CMPC						
C111 CFHA						
C112 CFHA						
C113 ADM(Mat)						
C117 ADM(Fin)						
C118 ADM(Fin)						
C120 VCDS						
C121 ADM (HR Civ)						
C123 ADM(Fin)						
C124 ADM(Fin)						
C125 JAG & CFLA						
C127	11,673,642.00	11,754,350.00	11,464,350.00	290,000.00	-	Vacant positions / delays in staffing, $832,000 is SWE carryforward
C134 CMPC & ADM(HR-Civ)						
C136 ADM(Fin)						
C137 RCAF						
C138 RCAF						
C142 CMPC						
C143 CMPC						
C160 ADM(IM)						
C167 ADM(IE)						
C168 ADM(IE)						
C169 ADM(IE)						
C170 SJS						
C174 RCAF						
C175 RCAF (FMT)						
C176 ADM(Fin) & VCDS						
C177 ADM(Mat)						
C178 RCAF						
C179 ADM(Fin)						
C180 RCAF						
C181 CMPC (CFPF)						
C182 CMPC (CFPF)						
C190 CJOC	117,446,211.00	235,849,168.30	238,189,279.59		- 2,340,111.29	Unforecasted pressures in fenced missions / Overall surplus in non-fenced
C191 CANSOFCOM						
Vote 1 Total	**129,119,853.00**	**247,603,518.30**	**249,653,629.59**	**290,000.00**	**- 2,340,111.29**	
C502 CFHA						
C503 ADM(Mat)						
C507 VCDS						
C512 RCAF & C Army						
C513 ADM(Mat)						
C518 ADM (IE)						
C523 ADM(Mat)						
C535 VCDS & ADM(IE)						
C537 RCAF						
C542 CMPC						
C543 CMPC						
C560 ADM(IM)						
C590 CJOC	2,091,357.00	2,091,357.00	1,591,357.00		500,000.00	
C591 CANSOFCOM						
V510 (ADM (Mat) & ADM(IE)						
V511 (ADM (Mat) & ADM(IE)						
Vote 5 Total	**2,091,357.00**	**2,091,357.00**	**1,591,357.00**	**-**	**500,000.00**	
C001 Grants & Contributions						
Vote 10 Total	**-**	**-**	**-**	**-**	**-**	
Total Corporate	**131,211,210.00**	**249,694,875.30**	**251,244,986.59**	**290,000.00**	**- 1,840,111.29**	
Total	**227,568,304.00**	**356,210,829.40**	**353,826,121.59**	**1,122,000.00**	**1,262,707.81**	

1. If you are not the "Fund Manager", don't input figures for the corresponding funds. Fund Managers are identified above, please report directly through the fund managers.
2. Refers to "Allocation" column in DRMIS as at 1st April. This does NOT change throughout the year.
3. Input the "Current Budget" information from DRMIS *PRIOR* to financial review.
4. Forecasted DRMIS Expenditure amount at year-end. This will be the figure used in the Performance Measurement at T3 for your L1.
5. "Year-End Expenditures" ***minus*** "Current Budget" = (Pressures) / Surpluses. The difference is supposed to be equal (or close to) your requests in Annex B. This will be what is actioned as part of the Financial Review (T Process). This must include your requested transfers in or out of Corporate funds and in-year transfers between L1s. Any transfers between Local funds must be completed prior to the submission of the T return.
6. Describe mitigation strategy to address pressure and any rationale for surplus that does not have a corresponding item declared in Annex B.

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Annex B – Financial Details of Actions Requested

Financial Review	T3	Version
Level One (L1)	CJOC	1

Adjust each time this file is amended

FOR IMMEDIATE ACTION

Surpluses Declared

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
O&M	L101	510	1,841,553			Minimum expected slippage across CJOC prior to year-end
O&M	L101	510	30,000			Apprenticeship Program surplus
SWE	L111	511	294,249			Vacant positions / delays in staffing
SWE	L111	511	35,000			Apprenticeship Program surplus
Ranger Pay	L113	512	500,000			Lower than anticipated ranger turnout on patrols
OFA	C190	511	1,122			Surplus Op REASSURANCE (fenced)
OFA	C190	512	44,737			Surplus Op REASSURANCE (fenced)
OFA	C190	514	915,396			Surplus Op REASSURANCE (fenced)
OFA	C590	510		500,000		Surplus across unfenced Ops
OFA	C190	510	2,500,000			Surplus across unfenced Ops
	Total Surpluses		6,162,057	500,000	-	

Pressures Requested

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
OFA	C190	510	1,872,142			See Annex C (Op Reassurance)
OFA	C190	510	1,983,047			See Annex C (Op Impact)
OFA	C190	511	82,600			See Annex C (Op Impact)
OFA	C190	512	699,491			See Annex C (Op Impact)
OFA	C190	514	1,164,086			See Annex C (Op Impact)
	Total Pressures		5,801,366	-	-	

Investment Opportunities

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Investment Opportunities			-	-	-	

Fund Transfer Requested (Between L1)

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	(From) / To & Detailed Justification
O&M	L101	510	12,312			From CJOC to ADM(S&T) for DRDC personnel located at CJOC

Fund Conversion Requested (Within L1)

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	(From) / To & Detailed Justification

Request to release funds from protected reserves

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Release protected reserves			-	-	-	

Carry Forward requested for consideration

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
SWE	L111	511	832,000			2.52% of previous fiscal year expenses
Reserve Pay	C127	512	290,000			2.52% of previous fiscal year expenses
	Total Carry Forward		1,122,000	-	-	

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Annex B – Financial Details of Actions Requested

Financial Review	T3	Version
Level One (L1)	CJOC	1

Adjust each time this file is amended

FOR INFORMATION ONLY

Potential Surpluses / Not for action

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Potential Surpluses			-	-	-	

Potential Pressures / Not for action

Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
OFA	C190	510	5,000,000			Potential pressure for proceurement of spares for Enhanced Forward Presence Latvia
Total Potential Pressures			5,000,000	-	-	

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Annex C

Jan 17

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

OFA T3 pressures.

Expected L1 Costs – FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
Op IMPACT	C190	$3,929,224					
Op REASSURANCE	C190	$910,887					
Less internal funding / mitigation							
Net Funding Requirement		**$4,840,111**	-	-	-	-	-

BACKGROUND:

- Nature of funding pressure
  - Ops IMPACT: Pressure chiefly due to updated forecasts from RCAF on anticipated OFA eligible costs, including travel, landing fees and reserve SWE. Additionally, ADM(Mat) has requested funds in order to reconstitute CH146 pack-up kits.
  - Op REASSURANCE: Pressure due to anticipated pre-deployment training costs for LATVIA deployment and unforecasted participation in Ex ALLIED SPIRIT 6 by Land Task Force in Poland.

CONSIDERATIONS:

- Implications of having to manage without additional funding
  - CJOC will not be able to meet operational commitments.

FTE IMPACT:

- List any personnel growth required for the initiative/issue/activity (Civ, Reg or Res F, Term, Casual, etc)
  - N/A

LINK TO CORPORATE RISKS AND PRIORITIES:

OTHER IMPORTANT FACTS AND FACTORS:

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BRIEFING NOTE FOR DEPUTY MINISTER OF NATIONAL DEFENCE

EVENT/HOSPITALITY REQUEST – OPERATION IMPACT JOINT TASK FORCE – IRAQ CHANGE OF COMMAND CEREMONY AND POST-CEREMONY RECEPTION, ALI AL SALEM AIR BASE, KUWAIT, 3 MARCH 2017

ISSUE

1. Deputy Minister (DM) of National Defence approval is being sought for Joint Task Force - Iraq (JTF-I) to conduct a Change of Command Ceremony (CoC) and a Post-Ceremony Reception at Ali Al Salem Air Base, Kuwait on the 3rd of March 2017. As the Commander of Canadian Joint Operations Command (CJOC) will now be attending the approving authority is the DM. If approved, the total incremental cost to the Department of National Defence (DND) is estimated at $1,021.39 in hospitality expenditures which includes a 10% contingency for fluctuation of exchange rates. This file was not submitted in the required timeline as it was just solidified that the Commander of CJOC would attend as the reviewing officer.

BACKGROUND

2. A CoC Ceremony and a Post-Reception Ceremony will occur for the current JTF-I Commander on the 3rd of March 2017 for which hospitality approval is required. It will be held at Ali Al Salem Air Base in Kuwait. These funds were business planned in the CJOC ceiling for $1,500.

3. The previous JTF-I CoC occurred on the 31st of May 2016 in Kuwait, and was approved by the DM in the amount of $10,425 CAD which included hospitality of $1,500.

DISCUSSION

4. JTF-I is under the Commander of CJOC who will be the Reviewing Officer. The event would consist of the CoC Ceremony, followed by a Post-Reception Ceremony with refreshments at Ali Al Salem Air Base, Kuwait. It is expected that an estimated 350 personnel will attend which includes Comd CJOC, CCWO CJOC and two others from CJOC, all members of the JTF-I HQ, Air Task Force - Iraq, Joint Task Force Support Component (JTFSC), Operational Support Hub (OSH) and 12 invited guests from members of the coalition.

5. The total cost of this event is estimated at $1,021.39 and will include hospitality in the form of Tim Horton's coffee and donuts, fruit, pastries and refreshments. There is no alcohol with this request.

OPTION ANALYSIS

6. In planning for this event, all efforts were made to mitigate expenditures while ensuring a suitable event. Invited personnel will be kept to a minimum. The costs associated with holding a CoC ceremony in Kuwait are believed to be reasonable, in the public interest and appropriate for the traditional protocol involved in a CoC.

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7. Food items from the American dining facility was considered but is not a viable option as they are unable to provide a refreshment catering service. There are no local caterers for use inside the Base. The option for local purchase of food and beverages to host the CoC is the only viable option given the American dining facility contract restrictions and theatre limitations.

CONFIRMATION

8. The proposed expenditures provide the best value for money and the most economical options have been selected.

CONCLUSION

9. DM is requested to approve JTF-I to conduct a CoC Ceremony and Post-Ceremony Reception at Ali Al Salem Air Base, Kuwait on the 3rd of March 2017. Total event costs are estimated at $1,021.39 in hospitality. Approval is requested no later than the 15th of February 2017 in order to commit funds for the preparation of the reception.

Prepared by: E.M. Vaughan, Maj, J8 JTF-I
Reviewed by: R.W. McBride, LCol, COS JTF-I
Recommended by: S.A Brennan, BGen, Comd JTF-I
Responsible L1: S.J. Bowes, LGen, Comd CJOC

Date prepared: 25 January 2017

Annexes:

Annex A – Hospitality/Event Request Form
Annex B – Breakdown of Costs
Annex C – Attendee Guest List
Annex D – Estimate of Event/Hospitality Costs for JTF-I CoC

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Bulk Event / Hospitality Request Form (DM)

PART 1 - INFORMATION

Reference #	16041301
Included in the Departmental Budgets for Travel, Hospitality and Conferences	Yes

Title, purpose and description of events

CAF Change of Command Bundle for APS 2016

PART 2 - LIST OF EVENTS FOR APPROVAL

(Note: this table is automatically populated once Annex A is completed.)

SERIAL	DATES	EVENT NAME	Corporate Costs (See Annex A for details)	Hospitality Costs (See Annex B for details)	TOTAL COST
1	22-May-16	Royal Military College of Canada (RMCC) Change of Command	$ 4,256.40	$ 800.55	$ 5,056.95
2	9-Jul-16	Change of Command Ceremony at Canadian Forces College	$ 1,000.00	$ 1,345.40	$ 2,345.40
3	13-Jul-16	Canadian Forces Language School (CFLS) Change of Command Ceremony	$ 692.60	$ 1,198.88	$ 1,891.48
4	TBC	Canadian Forces School of Military Intelligence (CFSMI) Change of Command Ceremony	$ 12,204.00	$ 363.00	$ 12,567.00
5	TBC	Canadian Forces Training Development Centre (CFTDC) Change of Command Ceremony	$ 1,650.00	$ 192.39	$ 1,842.39
6	TBC	Canadian Forces Logistics Training Centre (CFLTC) Change of Command Ceremony	$ 2,200.00	$ 490.05	$ 2,690.05
7	TBC	Royal Military College Saint-Jean (RMCSJ) Change of Command	$ 4,724.00	$ 1,500.00	$ 6,224.00
8	26-Aug-16	Chaplain General Change of Appointment	$ 13,180.62	$ 1,200.00	$ 14,380.62
9	26-Jun-16	CMP/ MILPERSCOM Change of Command	$ 19,154.30	$ 2,990.50	$ 22,144.80
10	10-Jun-16	Director General Health Services / Commander/Surgeon General Change of Command	$ 10,012.60	$ 1,500.00	$ 11,512.60
11	18-Jun-16	Director General Health Services / 5 Field Ambulance Change of Command	$ 407.48	$ 499.95	$ 907.43
12	26-Jun-16	Director General Health Services / 4 Health Services Group Change of Command	$ 354.22	$ 250.11	$ 604.33
13	17-Jul-16	Canadian Forces Recruiting Group Commander Change of Command	$ 13,210.80	$ 1,400.00	$ 14,610.80
14	20 June 2016	Change of Command - Joint Task Force 2	$ 2,500.00	$ 1,500.00	$ 4,000.00
15	5 July 2016	Change of Command - 427 Special Operations Aviation Squadron	$ 2,500.00	$ 1,500.00	$ 4,000.00
16	30 May 2016	Change of Command - Canadian Special Forces Command Headquarters	$ 1,100.00	$ 1,000.00	$ 2,100.00
17	30 June 2016	CFINTCOM Change of Command	$ 3,223.01	$ 8,400.00	$ 11,623.01
18	8 Jun 16	Change of Command CFSUOI	$ 8,300.00	$ 1,500.00	$ 9,800.00
19	31 May 2016	Operation IMPACT, Joint Task Force-Iraq (JTF-I) Transfer of Command Authority (TOCA) Ceremony and Post-Ceremony	$ 14,137.17	$ 1,500.00	$ 15,637.17
20	23 June 2016	25 Canadian Forces Supply Depot (CFSD) Change of Command Ceremony and Post-Ceremony Reception	$ 1,964.01	$ 1,590.62	$ 3,554.63
21	23 June 2016	1st Canadian Division Headquarters (1st Cdn Div HQ) Change of Command Ceremony and Post-Ceremony Reception	$ 16,406.71	$ 2,775.00	$ 19,181.71
22	14-Jul-16	1 Wing Comd CoC	$ 12,367.80	$ 1,480.30	$ 14,848.10
23	8-Jul-16	1 Wing HQ CO CoC	$ -	$ 499.40	$ 499.40
24	7-Jul-16	403 THS CO CoC	$ 2,820.20	$ 499.29	$ 3,319.49
25	22-Jun-16	438 ETAH CO CoC	$ 1,617.95	$ 1,124.80	$ 2,742.75
26	29-Jun-16	450 THS CO CoC	$ 793.80	$ 499.50	$ 1,293.30
27	5-May-16	2 AES Comd CoC	$ 2,550.60	$ 225.00	$ 2,875.60
28	4-Aug-16	8 ACCS Sqn CoC	$ 3,332.40	$ 718.18	$ 4,050.58
29	25-Jul-16	42 Radar Sqn CO CoC	$ -	$ 472.50	$ 472.50
30	1 July 2016	410 Sqn CoC	$ -	$ 488.47	$ 488.47
31	1 July 2016	1 AMS CoC	$ 435.00	$ 488.47	$ 923.47
32	21-Jul-16	4 Wing Comd CoC	$ 3,050.35	$ 999.05	$ 4,049.40
33	1-Jun-16	5 Wing Comd CoC	$ 3,617.48	$ 718.91	$ 4,336.39
34	4-Jul-16	426 Squadron CoC	$ -	$ 499.50	$ 499.50
35	21-Jul-16	424 Squadron CoC	$ -	$ 500.00	$ 500.00
36	27-Jul-16	437 Squadron CoC	$ -	$ 437.76	$ 437.76
37	28-Jul-16	8 AMS CoC	$ -	$ 500.00	$ 500.00
38	25-Aug-16	435 Squadron CoC	$ -	$ 499.50	$ 499.50
39	13-Jul-16	12 AMS CoC	$ 2,094.57	$ 492.83	$ 2,587.40
40	15-Jul-16	423 Sqn CoC	$ -	$ 492.83	$ 492.83
41	21-Jul-16	405 Sqn CoC - Post	$ -	$ 795.79	$ 795.79
42	21-Jul-16	405 Sqn CoC - Pre	$ -	$ 143.21	$ 143.21
43	15-Jul-16	435 Sqn CoC - Post	$ -	$ 1,025.00	$ 1,025.00
44	15-Jul-16	435 Sqn CoC -Pre	$ -	$ 53.00	$ 53.00
45	15-Jul-16	440 (T) Sqn COC	$ 2,225.40	$ 749.65	$ 2,974.05
46	14-Aug-16	407 Sqn COC	$ -	$ 764.80	$ 764.80
47	1-Aug-16	442 Sqn COC	$ -	$ 723.00	$ 723.00
48	1-Jun-16	19 W COMD COC	$ 2,420.20	$ 1,500.00	$ 3,920.20
49	7-Jul-16	21 AC&W CoC	$ -	$ 491.20	$ 491.20
50	15-Jul-16	1 CAD COMD COC	$ 10,452.80	$ 1,468.52	$ 11,921.32
51	15-Jul-16	1 CAD HQ CO COC	$ -	$ 99.30	$ 99.30
52	21-Jul-16	ATESS CoC	$ 1,311.99	$ 589.26	$ 1,901.25
53	18 May 2016	DGLEPM CoC + Divisional CWO CoA	$ 491.30	$ 500.00	$ 991.30
54	20-22 July 2016	AETE CoC	$ 7,719.30	$ 750.27	$ 8,469.57
55	4-5 Jul 2016	2 Fd Amb (Petawawa) CoC	$ 639.12	$ 500.00	$ 1,139.12
56	14-15 July 2016	CF H Svcs C (A) (Halifax) CoC	$ 1,844.99	$ 500.00	$ 2,344.99
57	29-30 Jun 16	4 H Svc Gp (Montreal)	$ 793.05	$ 450.00	$ 1,243.05
58	14-15 Oct 16	25 Fd Amb (Toronto)	$ 1,356.90	$ 500.00	$ 1,856.90
59	14 July 2016	1 Fd Amb CoC	$ -	$ 428.40	$ 428.40
60	26-27 Jun 16	1 HSG CoC/OF HONOUR Briefing	$ 22,554.17	$ 476.42	$ 23,030.59
61	17-18 June 2016	CFEME CoC	$ 1,002.80	$ 497.00	$ 1,499.80
62	20-Jun-16	CFB Mat CoC	$ 10,769.20	$ -	$ 10,769.20
63	15-Jul-16	CFLRS Change of Command	$ 3,410.00	$ 1,350.00	$ 4,760.00
64	19-Jul-16	CFTDC Change of Command	$ 2,375.48	$ 811.44	$ 3,186.92
65	30-Jun-2016	MILPERSGEN TO/Base Commander Change of Command	$ 12,786.16	$ 1,380.00	$ 14,166.16
66	14 Jul 16	Commander Canadian Army Change of Command	$ 21,340.80	$ 3,542.80	$ 24,883.60
67	23 juin 16	Changement CMDT - Bgén 2 Div CA / FOI (Est)	$ 10,888.60	$ 1,500.00	$ 12,388.60
68	19 août 2016	Changement Cmdt 3 R22R	$ 6,132.34	$ 994.84	$ 7,127.18
69	8 juillet 2016	Changement Cmdt 2 R22R	$ 6,519.90	$ 999.68	$ 7,519.58
70	5 Jul 16	4 Cdn Div Change of Command	$ 23,352.96	$ 1,480.68	$ 24,833.64
71	26 Jun 16	4 CDSG Change of Command	$ 9,868.00	$ 1,480.64	$ 11,348.64
72	4 Jul 16	Combat Training Centre [CTC] HQ Change of Command	$ 300.00	$ 999.90	$ 1,299.90
73	6 Jul 16	Canadian Army Command and Staff College [CACSC] Change of Command	$ 7,220.64	$ 1,000.00	$ 8,220.64
74	7 Jul 16	Canadian Army Enablers Group [CAEG] Change of Command	$ 548.50	$ 1,000.00	$ 1,548.50
75	8 Jul 16	Royal Canadian Electrical and Mechanical Engineers School (CTC) Change of Command	$ 3,529.60	$ 810.37	$ 4,339.97
76	15 Jul 16	Tactics School (CTC) Change of Command	$ 2,591.40	$ 997.56	$ 3,588.96
77	5 Jul 16	Peace Support Training Centre Change of Command	$ 1,425.00	$ 997.99	$ 2,422.99
78	15 Jul 16	3 Cdn Div CoC	$ 18,109.40	$ 1,500.00	$ 19,609.40
79	26 Jun 16	3 CDTC CoC	$ 3,996.50	$ 999.00	$ 4,995.50
80	17 Jun 16	1 CMBG - LdSH(RC) CoC	$ 9,000.00	$ 996.00	$ 9,996.00
81	17 Jun 16	1 CMBG - 3 PPCLI CoC	$ 9,000.00	$ 998.25	$ 9,998.25
82	22 Jun 16	1 CMBG - 1 RCHA CoC	$ 8,938.70	$ 998.00	$ 9,937.70
83	15 Jan 17	38 CBG - 38 Signals Regt CoC	$ 4,000.00	$ 1,000.00	$ 5,000.00
84	6 Aug 16	38 CBG - North Saskatchewan Regt CoC	$ 4,000.00	$ 1,000.00	$ 5,000.00
85	14 May 16	38 CBG - Saskatchewan Dragoons CoC	$ 4,000.00	$ 1,000.00	$ 5,000.00
86	18 Mar 17	38 CBG - 38 CER CoC	$ 4,000.00	$ 1,000.00	$ 5,000.00
87	15 Jul 16	4 CRPG CoC	$ 4,000.00	$ 999.00	$ 4,999.00
88	21 May 16	39 CBG - 5 Fd Regt CoC	$ 4,000.00	$ 999.00	$ 4,999.00
89	27 Aug 16	41 CBG CoC	$ 18,109.40	$ 1,500.00	$ 19,609.40
90	4 Jun 16	41 CBG - King's Own Calgary Regiment CoC	$ 9,000.00	$ 1,000.00	$ 10,000.00
91	28 Jun 16	1 CMBG HQ	$ 18,184.25	$ 1,498.00	$ 19,682.25
92	23 June 2016	Comd RCN Pre-ceremony reception	$ -	$ 593.20	$ 593.20
93	23 June 2016	Comd RCN CoC Ceremony	$ 4,838.03	$ 3,890.14	$ 8,728.17
94	23 June 2016	Comd RCN Post-ceremony reception	$ -	$ 6,932.00	$ 6,932.00
95	JUL 2016	CoC - Comd MARPAC / JTFP)	$ 15,766.90	$ 2,500.00	$ 18,266.90
96	TBD	CoC - Port Operations and Emergency Services Branch	$ -	$ 150.00	$ 150.00
97	JUL16	CoC - Naval Fleet School & Training Development Centre (Pacific)	$ -	$ 200.00	$ 200.00
98	JUL 16	CoC - Naval Fleet School & Training Development Centre (Atlantic)	$ -	$ 200.00	$ 200.00
99	TBD	CoC - HMCS CHICOUTIMI	$ -	$ 200.00	$ 200.00
100	TBD	CoC - HMCS VICTORIA	$ -	$ 200.00	$ 200.00
101	TBD	CoC - MCG 4	$ -	$ 300.00	$ 300.00
102	AUG 16	CoC - HMCS CALGARY	$ -	$ 199.75	$ 199.75
103	17 Aug 16	CoC for RCN Chief	$ 125.00	$ 375.00	$ 500.00
104	5 Aug 2016	VCDS CoA	$ 9,300.00	$ 3,050.00	$ 12,350.00
			$ 491,129.88	$ 111,984.72	$ 603,114.60

PART 3 - REASON(S) FOR HIGHER LEVEL APPROVAL

Reasons for higher level approval (mark with an x)

A - Total Cost for event exceeds delegated limit	X
B - Hospitality cost for event exceeds delegated financial limit	X
C - Hospitality at federal employee's residence for government business	
D - Costs exceeding standard cost per person	
E - Costs exceeding maximum cost per person	
F - Inclusion of spouse or other accompanying person	X
G - Exceptional hospitality (refer to para 46 a-d and f of FAM 1017-1)	X
H - Personal attendance of	X
I - Alcoholic Beverages	
J - Other (specify)	

PART 4 - APPROVAL

Event OPI: I confirm that these proposed expenditures provide value for money and that the most economical options have been selected

M. Porter, Sgt		VCDS Compt 3-2	992-1073	19 Apr 16
Name	Signature	Position Title	Phone	Date

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Level One Comptroller: Recommended / Not Recommended

FOR

R. Rounds, Cdr	LCdr	VCDS Compt	995-5769	20 Apr 16
Name	Signature	Position Title	Phone	Date

Level One Advisor: Recommended / ~~Not Recommended~~ ~~Approved / Not Approved~~

I confirm that these proposed expenditures provide value for money and that the most economical options have been selected.
I confirm that on-going monitoring and reporting mechanisms are in place to ensure prudent stewardship of public funds.
I confirm that if the actual event and/or hospitality cost is in excess of what is approved for any serial, I will seek re-approval from the original approving authority or higher as appropriate.

B.W.N. Santarpia, Cmdre		COS VCDS	992-5091	20 Apr 2016
Name	Signature	Position Title	Phone	Date

VCDS: Recommended / Not Recommended (applicable to military LOE only)

Guy R. Thibault, LGen		26/4/16
Name	Signature	Date

ADM(Fin)/CFO: Recommended / Not Recommended

C. Rochette		22/4/16.
Name	Signature	Date

Deputy Minister: Approved / Not Approved

John Forster		
Name	Signature	Date

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ANNEX A: EVENT DETAILS (DM)

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								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	22/05/2016	Royal Military College of Canada (RMCC) Change of Command	A post-parade reception will be held to commemorate the handover of the command at RMCC. Refreshments and light food will be provided	A, F	95	40	$ 800.55	$ 1,250.00	$ 750.00	$ 1,000.40				$ 1,256.00		$ 5,056.95
2	09/07/2016	Change of Command Ceremony at Canadian Forces College	Change of Command Ceremony at the Canadian Forces College between BGen Giguere (outgoing Commandant) and BGen Cotton (incoming Commandant). A reception will be held to allow the incoming Commandant to meet staff, local dignitaries and guests in an informal setting. The reception will be held at the Armour Heights Officer's Mess(AHOM). No alcohol will be provided at public exchanges. It is expected that both Comd CDA and CMP will attend the ceremony. The cost per person includes all services fees and taxes. This activity meets the definition of protocol and available funding is confirmed for these activities.	B, F	120	20	$ 1,345.40		$ 500.00	$ 500.00						$ 2,345.40
3	13/07/2015	Canadian Forces Language School (CFLS) Change of Command Ceremony	A post-parade reception will be held to commemorate the handover of the command at CFLS. Refreshments will be provided	F	93	25	$ 1,198.88		$ 330.00	$ 362.60						$ 1,891.48
4	TBC	Canadian Forces School of Military Intelligence (CFSMI) Change of Command Ceremony	A post-parade reception will be held to commemorate the handover of the command at CFSMI. Refreshments will be provided	A, F, H	95	5	$ 363.00	$ 2,990.00	$ 4,000.00	$ 5,114.00				$ 100.00		$ 12,567.00
5	TBC	Canadian Forces Training Development Centre (CFTDC) Change of Command Ceremony	A post-parade reception will be held to commemorate the handover of the command at CFTDC. Refreshments will be provided	F, H	50	3	$ 192.39	$ 450.00	$ 800.00	$ 300.00				$ 100.00		$ 1,842.39
6	TBC	Canadian Forces Logistics Training Centre (CFLTC) Change of Command Ceremony	A post-parade reception will be held to commemorate the handover of the command at CFLTC. Refreshments will be provided	F, H	125	10	$ 490.05	$ 800.00	$ 800.00	$ 500.00				$ 100.00		$ 2,690.05
7	TBC	Royal Military College Saint-Jean (RMCSJ) Change of Command	The Change of Command Ceremony is a necessary and important event which formally allows Col M.A.J. Carignan to transfer command of Royal Military College to her successor	A, B, F	120	30	$ 1,500.00		$ 3,300.00	$ 824.00				$ 600.00		$ 6,224.00

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8	26/08/2016	Chaplain General Change of Appointment	The Canadian Armed Forces (CAF) Chaplaincy will conduct a service in the Sacred Space of the Beechwood National Memorial Centre, in Ottawa at 1030 hrs, 26 August 2015 to celebrate the official change of appointment between BGen J.M. Fletcher and BGen G. Chapdelaine. This ceremony is the one occasion that will bring together all the various stakeholders who significantly and critically partner with CAF Chaplain Services and will see the Minister of National Defence (MND), the Chief of Defence Staff, the Interfaith Committee on Canadian Military Chaplaincy (ICCMC), amongst others invited to attend. ICCMC will hold a professional development workshop after the service.	A, B, F	250	100	$ 1,200.00	$ 2,427.88	$ 6,877.79	$ 1,724.95			$ 750.00	$ 1,400.00		$ 14,380.62
9	26/08/2016	CMP/ MILPERSCOM Change of Command	High profile event to formally recognize the transition of command of CMP/MILPERSCOM	A	150	150	$ 2,990.50	$ 2,310.00	$ 5,200.00	$ 2,344.30				$ 9,300.00		$ 22,144.80
10	10/06/2016	Director General Health Services / Commander/Surgeon General Change of Command	CFHSG Change of Command Parade and Reception - Refreshments provided	F	93	97	$ 1,500.00	$ 252.00	$ 216.00	$ 1,239.60		$ 500.00		$ 7,805.00		$ 11,512.60
11	18/06/2016	Director General Health Services / 5 Field Ambulance Change of Command	Unit Change of Command Ceremony - refreshments provided	F	158	7	$ 499.95		$ 290.38	$ 117.10						$ 907.43
12	26/06/2016	Director General Health Services / 4 Health Services Group Change of Command	Gp Change of Command Ceremony - refreshments provided	F	56	7	$ 250.11		$ 120.02	$ 234.20						$ 604.33

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13	17/07/2016	Canadian Forces Recruiting Group Commander Change of Command	Change of Command Ceremony at CFB Borden Officer's Mess for Canadian Forces Recruiting Group between BGen Meloche (outgoing Commander) and LCol Bishop (incoming Commander). A reception will be held to allow the incoming Commander to meet staff, local dignitaries and guests in an informal setting. The reception will be held at the Base Borden Officer's Mess (BBOM). No alcohol will be provided at public exchanges. It is expected that both Comd CDA, CMP and Centre CO's and UWO's will attend the ceremony. The cost per person includes all services fees and taxes. This activity meets the definition of protocol and available funding is confirmed for these activities.	A,B,F	150	10	$ 1,400.00	$ 630.00	$ 9,498.20	$ 3,082.60						$ 14,610.80
14	20 June 2016	Change of Command - Joint Task Force 2	Light lunch served after parade - Non-approval will negatively affect Military Customs and Traditions	F	protected	30	$ 1,500.00	$ 600.00	$ 400.00	$ 1,000.00				$ 500.00		$ 4,000.00
15	5 July 2016	Change of Command - 427 Special Operations Aviation Squadron	Light lunch served after parade - Non-approval will negatively affect Military Customs and Traditions	F	300	75	$ 1,500.00	$ 600.00	$ 400.00	$ 1,000.00				$ 500.00		$ 4,000.00
16	30 May 2016	Change of Command - Canadian Special Forces Command Headquarters	Light lunch served after parade - Non-approval will negatively affect Military Customs and Traditions	F	125	30	$ 1,000.00		$ 250.00			$ 200.00	$ 350.00	$ 300.00		$ 2,100.00
17	30 june 2016	CFINTCOM Change of Command	A brief hosted reception will take place at the NDHQ WO and Sgts mess	F	100	150	$ 8,400.00	$ 705.12	$ 1,525.98	$ 768.80				$ 223.11		$ 11,623.01
18	8 Jun 16	Change of Command CFSU(O)	Ceremony / Reception	A & B	325	20	$ 1,500.00		$ 5,000.00	$ 3,200.00			$ 100.00			$ 9,800.00

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19	31 May 2016	Operation IMPACT Joint Task Force-Iraq (JTF-I) Transfer of Command Authority (TOCA) Ceremony and Post-Ceremony Reception	This event will consist of a TOCA Ceremony, with the Commander of Canadian Joint Operations Command (CJOC) as the Reviewing Officer, followed by a Post-Ceremony Reception at Ali Al Salem Air Base (ASAB) in Kuwait on the 31st of May 2016. It is expected that approximately 300 personnel will attend this event, including the Ambassador of Canada to the State of Kuwait, an estimated 279 Canadian Armed Forces (CAF) members, as well as approximately 20 Military Leaders/Command Teams from the Host Nation of Kuwait and Coalition Forces. Not conducting this event would result in a missed opportunity to provide appropriate recognition to the incoming and outgoing Task Force Commanders, as well as establish and strengthen relations with the Host Nation of Kuwait and Coalition Forces.	A, H	279	21	$ 1,500.00	$ 0.00	$ 12,452.25	$ 1,559.92	$ 0.00	$ 0.00	$ 0.00	$ 125.00	$ 0.00	**$ 15,637.17**
20	23 June 2016	25 Canadian Forces Supply Depot (CFSD) Change of Command Ceremony and Post-Ceremony Reception	This event will consist of a Change of Command Ceremony, with the Commander of the Canadian Materiel Support Group (CMSG) as the Reviewing Officer, followed by a Post-Ceremony Reception at the 25 CFSD main building in Montreal, Québec on the 23rd of June 2016. It is expected that approximately 238 personnel will attend this event, including the spouses of the incoming and outgoing 25 CFSD Commanding Officers. Not conducting this event would result in a missed opportunity to provide appropriate recognition to the incoming and outgoing Commanding Officers of 25 CFSD and their families.	B, F, G	173	65	$ 1,590.62	$ 365.70	$ 768.76	$ 716.10	$ 0.00	$ 0.00	$ 0.00	$ 113.45	$ 0.00	**$ 3,554.63**

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21	23 June 2016	1st Canadian Division Headquarters (1st Cdn Div HQ) Change of Command Ceremony and Post-Ceremony Reception	This event will consist of a Change of Command Ceremony, with the Commander of Canadian Joint Operations Command (CJOC) as the Reviewing Officer, followed by a Post-Ceremony Reception at the Vimy Officers' Mess in Kingston, Ontario on the 23rd of June 2016. It is expected that approximately 300 personnel will attend this event, including the spouses of several attendees, as well as the Chief of the Defence Staff. Not conducting this event would result in a missed opportunity to provide appropriate recognition to the incoming and outgoing Commanders of 1st Cdn Div HQ and their families.	A, B, F, H	217	83	$ 2,775.00	$ 2,546.10	$ 9,800.00	$ 2,826.00				$ 1,234.61		$ 19,181.71
22	14-Jul-16	1 Wing Comd CoC	Ceremony reception with hospitality	F	149	49	$ 1,480.30	$ 2,140.00	$ 6,068.00	$ 5,159.80						$ 14,848.10
23	08-Jul-16	1 Wing HQ CO CoC	Ceremony reception with hospitality	F	68	10	$ 499.40									$ 499.40
24	07-Jul-16	403 THS CO CoC	Ceremony reception with hospitality	F	160	27	$ 499.29	$ 200.00	$ 2,240.00	$ 380.20						$ 3,319.49
25	22-Jun-16	438 ETAH CO CoC	Ceremony reception with hospitality	F	83	77	$ 1,124.80	$ 150.00	$ 1,250.00	$ 217.95						$ 2,742.75
26	29-Jun-16	450 THS CO CoC	Ceremony reception with hospitality	F	141	5	$ 499.50	$ 165.00	$ 75.00	$ 553.80						$ 1,293.30
27	05-May-16	2 AES Comd CoC	Ceremony reception with hospitality	F	141	9	$ 225.00	$ 300.00	$ 1,990.00	$ 360.60						$ 2,875.60
28	04-Aug-16	8 ACCS Sqn CoC	Ceremony reception with hospitality	F	54	26	$ 718.18	$ 220.00	$ 2,843.30	$ 269.10						$ 4,050.58
29	20-Jul-16	42 Radar Sqn CO CoC	Ceremony reception with hospitality	F	34	12	$ 472.50									$ 472.50
30	1 July 2016	410 Sqn CoC	Ceremony reception with hospitality	F	179	14	$ 488.47									$ 488.47
31	1 July 2016	1 AMS CoC	Ceremony reception with hospitality	F	127	17	$ 488.47	$ 110.00	$ 230.00	$ 95.00						$ 923.47
32	21-Jul-16	4 Wing Comd CoC	Ceremony reception with hospitality	F	178	122	$ 999.05	$ 385.00	$ 2,000.00	$ 665.35						$ 4,049.40
33	01-Jun-16	5 Wing Comd CoC	Ceremony reception with hospitality	F	48	32	$ 718.91	$ 148.00	$ 3,000.00	$ 469.48						$ 4,336.39
34	04-Jul-16	426 Squadron CoC	Ceremony reception with hospitality	F	105	45	$ 499.50									$ 499.50
35	21-Jul-16	424 Squadron CoC	Ceremony reception with hospitality	F	160	40	$ 500.00									$ 500.00
36	27-Jul-16	437 Squadron CoC	Ceremony reception with hospitality	F	94	50	$ 437.76									$ 437.76
37	28-Jul-16	8 AMS CoC	Ceremony reception with hospitality	F	172	28	$ 500.00									$ 500.00
38	25-Aug-16	436 Squadron CoC	Ceremony reception with hospitality	F	141	129	$ 499.50									$ 499.50
39	13-Jul-16	12 AMS CoC	Ceremony reception with hospitality	F	113	46	$ 492.83	$ 332.50	$ 1,476.75	$ 285.32						$ 2,587.40
40	15-Jul-16	423 Sqn CoC	Ceremony reception with hospitality	F	130	20	$ 492.83									$ 492.83
41	21-Jul-16	405 Sqn CoC - Post	Post ceremony reception	F	151	101	$ 799.79									$ 799.79
42	21-Jul-16	405 Sqn CoC - Pre	Pre ceremony reception	F	42	0	$ 143.21									$ 143.21
43	15-Jul-15	435 Sqn CoC - Post	Post ceremony reception	F	175	25	$ 1,025.00									$ 1,025.00
44	15-Jul-15	435 Sqn CoC -Pre	Pre ceremony reception	F	20	0	$ 53.00									$ 53.00
45	15-Jul-16	440 (T) Sqn COC	Ceremony reception with hospitality	F	102	32	$ 748.65	$ 300.00	$ 1,440.00	$ 485.40						$ 2,974.05
46	14-Aug-16	407 Sqn COC	Ceremony reception with hospitality	F	137	23	$ 764.80									$ 764.80
47	01-Aug-16	442 Sqn COC	Ceremony reception with hospitality	F	91	9	$ 723.00									$ 723.00
48	01-Jun-16	19 W COMD COC	Ceremony reception with hospitality	F	215	141	$ 1,500.00	$ 440.00	$ 1,600.00	$ 380.20						$ 3,920.20
49	07-Jul-16	21 AC&W CoC	Ceremony reception with hospitality	F	33	127	$ 491.20									$ 491.20
50	15-Jul-16	1 CAD COMD COC	Ceremony reception with hospitality	F	41	159	$ 1,468.52	$ 400.00	$ 8,532.00	$ 1,520.80						$ 11,921.32
51	15-Jul-16	1 CAD HQ CO COC	Ceremony reception with hospitality	F	50	0	$ 99.30									$ 99.30
52	21-Jul-16	ATESS CoC	Ceremony reception with hospitality	F	133	28	$ 589.26	$ 150.00	$ 700.00	$ 268.35				$ 193.64		$ 1,901.25

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53	16 May 2016	DGLEPM CoC + Divisional CWO CoA	The CoC Ceremony between outgoing and incoming Director General (DG) and the CoA between outgoing and incoming Divisional CWO will be held in the Lobby of Louis St-Laurent Buillding under the presidency of Assistant Deputy Minister (Materiel) and DGLEPM respectively. All personnel of DGLEPM will be invited to the ceremony as well as the spouse of our outgoing and incoming DG, and outgoing and incoming Divisional CWO. Impact of non-approval would be the ceremony will not be held as Col Benson won't be able to travel from Toronto. Right now, he is in the final stage of his one year DP4 Course ending at the end of June 2016.	H	295	5	$ 600.00	N/A	$ 412.50	$ 78.80						$ 1,091.30
54	20-22 July 2016	AETE CoC	The purpose of this ceremony, in accordance with traditional military protocol in the Canadian Armed Forces Manual of Drill and Ceremonial, is to mark Colonel Michael Barker officially passing command of the unit to Colonel Jonathan Bouchard. The event will be marked with a parade of unit personnel and reviewed by an appropriate reviewing officer. Following the parade, there will be a small gathering to include cake, finger foods and non-alcoholic beverages for dignitaries and guests. Impact of non-approval would mean for those travelling, they will need to find funding somewhere else in order to attend, particularly the Reviewing Officer and ADM(Mat) CWO.	F	257	24	$ 750.27	$ 1,045.00	$ 4,944.50	$ 1,729.80						$ 8,469.57
55	4-5 Jul 2016	2 Fd Amb (Petawawa) CoC	Change of command Ceremony - Petawawa - non-approval would mean a breach of protocol as there will be no formal reception after the ceremony. TD is for 4 HSG Commander and CWO of 4 HSG Command	F	260	50	$ 500.00	$ 258.00	$ 120.32	$ 260.80						$ 1,139.12
56	14-15 July 2016	CF H Svcs C (A) (Halifax) CoC	Change of command Ceremony - Halifax - non-approval would mean a breach of protocol as there will be no formal reception after the ceremony. TD is for 4 HSG Commander and CWO of 4 HSG Command	F	300	50	$ 500.00	$ 248.00	$ 1,336.19	$ 260.80						$ 2,344.99

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57	29-30 June 2016	4 H Svc Gp (Montreal)	Change of command Ceremony - Montreal - non-approval would mean a breach of protocol as there will be no formal reception after the ceremony. TD is for 4 HSG Commander and CWO of 4 HSG Command	F	53	14	$ 450.00	$ 375.00	$ 77.85	$ 340.20						$ 1,243.05
58	14-15 October 2016	25 Fd Amb (Toronto)	Change of command Ceremony - Toronto - non-approval would mean a breach of protocol as there will be no formal reception after the ceremony. TD is for 4 HSG Commander and CWO of 4 HSG Command	F	90	6	$ 500.00	$ 0.00	$ 1,199.30	$ 157.60						$ 1,856.90
59	14 July 2016	1 Fd Amb CoC	1 Fd Amb will conduct a Change of Command Ceremony at 1 Fd Amb building, Edmonton, Alberta. There will be no travel required due to operation tempo and HHT's of both CO's moving the ceremony to after the incoming CO has arrived and before the outgoing CO has departed. Impact on non-approval would be minimal in the events occurance, however, hospiatlity costs would then fall to the units NPF if constitution allows or to the unit members in order to provide a proper reception to the non-governmental guests of 1 Fd Amb.	F	200	10	$ 428.40	$ 0.00	$ 0.00	$ 0.00						$ 428.40
60	26 and 27 June 2016	1 HSG CoC/OP HONOUR Briefing	1 Health Services Gp (1 H Svcs Gp) will be conducting a change of command 27 June 2016 in Edmonton, Alberta. Additionally, 1 H Svcs Gp seeks approval to hold a professional development (PD) session on Operation (Op) HONOUR on 26 June 2016. Anticipated twenty-six members travelling from outside of the local area, all of whom are military. Impact of non-approval for the Op HONOUR PD session would deprive the current command teams the opportunity to gain face-to-face in-depth guidance provided by the incoming 1 H Svcs Gp Commander and his way forward. This PD session will provide tools to enable the command teams to assist not only the CAF members but the victims under the umbrella of Op HONOUR. Impact on non-approval for the change of command would derail the process of handing over command of 1 H Svcs Gp by a need to adjust souces of funding for both travel and hospitality to either a unit level or personnel level.	A	88	68	$ 476.42	$ 2,750.00	$ 14,227.62	$ 5,576.55						$ 23,030.59

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								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
61	17-18 June 2016	CFEME CoC	Change of command Ceremony - Toronto-non-approval would mean a breach of protocol as there will be no formal reception after the ceremony. TD is for Reviewing officer.	F	85	15	$ 497.00		$ 880.40	$ 122.40						$ 1,499.80
62	20-Jun-16	CFS Met CoC	A small signing ceremony and speeches at the 17 Wing Winnipeg Officer's Mess. Non-approval would mean a failure to perform military customs and traditions and no Intelligence Branch representation at this event, no representation from sister school (CFSMI), no representation from main customer (Joint Met Centre). Incoming CO also wishes to invite CO 3 EMA (Bagotville) for a total of 10 members traveling. It is forecasted for a travel day before and after the Change of Command for a 2 night stay.	A	40	12	$ -	$ 895.20	$ 8,640.00	$ 1,234.00						$ 10,769.20
63	15-Jul-16	CFLRS Change of Command	CFLRS will hold a parade of staff and students before the Change of Command signing ceremony in St Jean, Quebec. It is forecasted to have 2 members from Kingston, 3 from Ottawa and 2 from Borden attending the parade. The plan is on having some stay for a total for 3 nights of accommodation with travel days before the Change of Command with some leaving that day and others leaving the day following. Non-approval would mean a failure to perform military customs and traditions.	A, F	400	100	$ 1,350.00	$ 300.00	$ 2,200.00	$ 600.00		$ 210.00		$ 100.00		$ 4,760.00
64	19-Jul-16	CFTDC Change of Command	CFTDC will hold a Change of Command ceremony between Cdr White and LCol Laplante in Borden. It is anticipated that there will be 3 people traveling with an overnight stay on Base. Non-approval would mean a failure to perform military customs and traditions.	A, F	90	8	$ 811.44	$ 170.00	$ 1,665.71	$ 439.77				$ 100.00		$ 3,186.92
65	30-Jun-2016	MILPERSGEN TG/Base Commander Change of Command	Approx 200 members will be on parade with about 200 Defence Team members in attendance and a few local citizens in Borden. The Command Teams from Winnipeg, Ottawa, St Jean and Kingston have been invited for a total of 18 travelers. It is anticipated that there will be a travel day before the Change of Command and a travel day after the ceremony with 2 nights stay each. Non-approval would mean a failure to perform military customs and traditions.	A, F	500	5	$ 1,380.00	$ 1,260.00	$ 8,769.00	$ 2,540.16				$ 200.00		$ 14,149.16

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RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
66	14 Jul 16	Commander Canadian Army Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	A, B, F, G & H	164	228	$ 3,542.80	$ 2,790.00	$ 9,820.00	$ 3,330.80			$ 400.00	$ 5,000.00		$ 24,883.60
67	23 juin 16	Changement CMDT - Bgén 2 Div CA / FOI (Est)	Cérémonie de changement de commandement - Rafraîchissements. Aura lieu à Montréal.	A & H	134	66	$ 1,500.00		$ 4,880.00	$ 4,008.60				$ 2,000.00		$ 12,388.60
68	19 août 2016	Changement Cmdt 3 R22R	Cérémonie de changement de commandement - Rafraîchissements. Aura lieu à Valcartier.	A & H	299	9	$ 994.84		$ 2,100.00	$ 3,032.34				$ 1,000.00		$ 7,127.18
69	8 juillet 2016	Changement Cmdt 2 R22R	Cérémonie de changement de commandement - Rafraîchissements. Aura lieu à Valcartier	A & H	341	11	$ 999.68		$ 2,100.00	$ 3,419.90				$ 1,000.00		$ 7,519.58
70	6 Jul 16	4 Cdn Div Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Toronto, ON.	A	237	100	$ 1,499.65	$ 2,560.00	$ 3,850.00	$ 15,892.99				$ 1,000.00		$ 24,802.64
71	26 Jun 16	4 CDSG Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	A	212	12	$ 1,480.64	$ 1,640.00	$ 4,700.00	$ 3,395.10				$ 132.90		$ 11,348.64
72	4 Jul 16	Combat Training Centre (CTC) HQ Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	F	160	5	$ 999.90							$ 300.00		$ 1,299.90
73	6 Jul 16	Canadian Army Command and Staff College (CACSC) Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	A , F & H	180	20	$ 1,000.00	$ 461.04	$ 5,140.00	$ 1,619.60						$ 8,220.64
74	7 Jul 16	Canadian Army Enablers Group (CAEG) Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	F & H	107	13	$ 1,000.00	$ 130.00	$ 305.10	$ 113.40						$ 1,548.50
75	8 Jul 16	Royal Canadian Electrical and Mechanical Engineers School (CTC) Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	F	499	1	$ 810.37	$ 196.00	$ 2,880.00	$ 453.60						$ 4,339.97
76	15 Jul 16	Tactics School (CTC) Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	F	147	33	$ 997.50	$ 240.00	$ 1,700.00	$ 351.40				$ 300.00		$ 3,588.90
77	6 Jul 16	Peace Support Training Centre Change of Command	Change of Command (CoC) Ceremony Hospitality will be provided in the form of refreshments. CoC will occur in Ottawa, ON	F & H	132	3	$ 999.00	$ 0.00	$ 720.00	$ 405.00				$ 300.00		$ 2,424.00

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RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
78	15 Jul 16	3 Cdn Div CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Edmonton, AB.	A & H	300	200	$ 1,500.00	$ 1,500.00	$ 11,270.00	$ 5,189.40				$ 150.00		$ 19,609.40
79	26 Jun 16	3 CDTC CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Wainwright, AB.	F & H	90	90	$ 999.00	$ 500.00	$ 2,055.00	$ 1,441.50						$ 4,995.50
80	17 Jun 16	1 CMBG - LdSH(RC) CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Edmonton, AB.	A & H	500	100	$ 996.00	$ 1,080.00	$ 5,400.00	$ 2,520.00						$ 9,996.00
81	17 Jun 16	1 CMBG - 3 PPCLI CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Edmonton, AB.	A & H	500	50	$ 998.25	$ 1,080.00	$ 5,400.00	$ 2,520.00						$ 9,998.25
82	22 Jun 16	1 CMBG - 1 RCHA CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Shilo, MB.	A & H	505	50	$ 999.00	$ 1,200.00	$ 6,245.00	$ 1,193.70				$ 300.00		$ 9,937.70
83	15 Jan 17	38 CBG - 38 Signals Regt CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Winnipeg, MB.	F & H	200	200	$ 1,000.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 5,000.00
84	6 Aug 16	38 CBG - North Saskatchewan Regt CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Saskatoon, SK.	F & H	200	200	$ 1,000.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 5,000.00
85	14 May 16	38 CBG - Saskatchewan Dragoons CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Moosejaw, SK.	F & H	200	200	$ 1,000.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 5,000.00
86	18 Mar 17	38 CBG - 38 CER CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Saskatoon, SK.	F & H	200	200	$ 1,000.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 5,000.00
87	15 Jul 16	4 CRPG CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Victoria, BC.	F & H	200	100	$ 999.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 4,999.00
88	21 May 16	39 CBG - 5 Fd Regt CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Victoria, BC.	F & H	100	50	$ 999.00	$ 480.00	$ 2,400.00	$ 1,120.00						$ 4,999.00
89	27 Aug 16	41 CBG CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Calgary, AB.	A & H	200	200	$ 1,500.00	$ 1,500.00	$ 11,270.00	$ 5,189.40				$ 150.00		$ 19,609.40

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
90	4 Jun 16	41 CBG - King's Own Calgary Regiment CoC	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Calgary, AB.	A & H	200	200	$ 1,000.00	$ 1,080.00	$ 5,400.00	$ 2,520.00						$ 10,000.00
91	28 Jun 16	1 CMBG HQ	Change of Command Ceremony. Hospitality will be provided in the form of refreshments. CoC will occur in Edmonton, AB.	A & H	500	200	$ 1,498.00	$ 3,190.00	$ 9,175.00	$ 5,719.25				$ 100.00		$ 19,682.25
92	23 June 2016	Comd RCN Pre-ceremony reception	Comd RCN intends on hosting a VVIP pre-ceremony reception that will include: MND, Assoc MND, Deputy Minister, Chief of Defence Staff, Vice Chief of Defence Staff, CAF Chief Warrant Officer, RCN Chief Petty Officer and both VAdm Norman's and VAdm Lloyd's families. Non-approval of this event will prevent VAdm Lloyd from communicating his intent to DND/CAF's senior leadership	A	10	30	$ 693.20									**$693.20**
93	23 June 2016	Comd RCN CoC Ceremony	Comd RCN CoC Ceremony. This is the main ceremony which entails the official and public transition of Comd RCN from VAdm Norman to VAdm Lloyd with the attendance of numerous VVIPs from senior DND/CAF leadership, to the GG, Dignitaries from various countries, both VAdms' families, and RCN Naval Staff personnel. The impact of non-approval will be that the official and public transition of Comd RCN from VAdm Norman to VAdm Lloyd will not be able to take place, going against RCN/CAF tradition.	A	250	150	$ 3,890.14							$ 4,838.03		**$8,728.17**
94	23 June 2016	Comd RCN Post-ceremony reception	The post-ceremony reception will include all invitees. It will provide an opportunity for continued discussions of matters related to the role of the incoming Comd RCN, as well as build upon existing relationships created during VAdm Norman's term. VAdm Lloyd will be able to address those gathered and convey his intent. The impact of non-approval will be that the new Comd RCN will fall short of transmitting his intent and thanks to all International, National, local and subordinate guest in a decontracted way	A	250	150	$ 6,932.00									**$6,932.00**

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
95	JUL 2016	CoC - Comd MARPAC / JTF(P)	Rear Admiral Couturier will be handing over Command of Maritime Forces Pacific (MARPAC)/Joint Task Force Pacific (JTF(P)) MARPAC/JTF(P) has significant strategic and economic impact for the local and provincial economies. The Commander of MARPAC/JTF(P) plays many roles; promoting the Canada First Defence Policy is a large part of his duties. Maintaining a strong working relationship with local, provincial, federal and foreign dignitaries is an ongoing task that must be promoted at all times. Approx. 200 dignitaries, guests, serving and former Canadian Armed Forces personnel are expected to attend the Change of Command Ceremony (CoC) and the follow-on reception. Guests will include federal and foreign dignitaries; however, it is expected that Commander Royal Canadian Navy, with two supporting staff, and Commander Canadian Joint Operations Command, with two supporting staff will attend this event. The CoC will allow the invited dignitaries to meet and introduce themselves to the incoming Commander MARPAC/JTF(P), thereby continuing the strong working relationship that exists between the Navy and their respective agencies. Alcoholic beverages will not be served.	A	100	100	$2,500.00	$1,380.00	$10,000.00	$1,710.90			$400.00	$2,276.00		$18,266.90
96	TBD	CoC - Port Operations and Emergency Services Branch	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$150.00									$150.00
97	JUL16	CoC - Naval Fleet School & Training Development Centre (Pacific)	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$200.00									$200.00
98	JUL 16	CoC - Naval Fleet School & Training Development Centre (Atlantic)	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$200.00									$200.00

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ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		
99	TBD	CoC - HMCS CHICOUTIMI	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$200.00									$200.00
100	TBD	CoC - HMCS VICTORIA	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$200.00									$200.00
101	TBD	CoC - MOG 4	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	50	50	$300.00									$300.00
102	AUG 16	CoC - HMCS CALGARY	The hospitality for the CoC ceremony will consist of cake and non-alcoholic beverages. Not conducting this event would result in a lost opportunity to recognize both the outgoing and incoming Commanding Officer.	A	200	35	$199.75									$199.75
103	17 Aug 16	CoC for RCN Chief	The RCN Chief Petty Officer will have a small CoC ceremony consisting of a small reception at the WO&Sgts Mess in Ottawa, ON. Coffee and snacks will be served post-reception. Comd RCN will be in attendance. Not conducting this event would result in a lost opportunity to publicly thank the RCN Chief for his service in this position and welcome the new RCN Chief.	A	70	5	$375.00					$125.00				$500.00
104	5 Aug 2016	VCDS CoA	VCDS Change of Appointment will be held at the Cartier Drill Hall, Ottawa	A, H	250	50	$ 3,050.00							$ 9,300.00		$ 12,350.00
				TOTALS	17136	6097	$ 111,984.72	$ 52,075.54	$ 260,007.92	$ 123,613.68	$ 0.00	$ 1,035.00	$ 2,000.00	$ 52,397.74	$ 0.00	$ 603,114.60

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX A: EVENT DETAILS (DM)

SERIAL	DATES	EVENT NAME	DETAILED DESCRIPTION OF ACTIVITY AND IMPACT OF NON-APPROVAL	REASON(S) FOR HIGHER APPROVAL (Use Code from Part 3)	NUMBER OF DND PARTICIPANTS	NUMBER OF NON-DND PARTICIPANTS	HOSPITALITY COST (Insert Total Cost Amount from Annex B, Column T)	TRAVEL AND TD COSTS			OTHER COSTS				MEMENTOS	TOTAL COST
								ACCOMMODATION	TRANSPORTATION	MEALS AND INCIDENTALS	CONFERENCE FEES	VENUE RENTAL	PROFESSIONAL SERVICES	OTHER COSTS (Please Specify as Footnotes)		

Insert Footnote Explanations for Other Costs as required:

1. RMCC Change of Command. Commissionaires $728 & Printing $528
4-6. CFSTG Units (CFSMI, CFTDC, CFLTC): Printing Cost $100
7. RMCSJ Change of Command. Printing Services $400 & Photographer $200
TD for approximately 10. No accommodations required, travel to & from ceremony same day
8. Chaplain General: Translation of ceremony material $800, printing $200, gas & rental for transporting equipt to locale $400
9. CMP: printing $550, chair rental $3,500, bus rental $2,000, van rental $1,200, stage $850 and large video display $1,200
10. DGHS: venue rental $500, band's transportation fees $800, salary of 15 reservists (2 MCpl at $140/day x 3 and 2 Cpl at $135/day for 3 days for a total of $6,105), printing services of 300 programs $900
14-16. Other costs indicated reflect the cost of printing and translation of certificates and programs.
17. 10% Contingency
19. Other Costs: $125.00 is included in this request to cover the associated costs of procuring professionally made Change of Command Certificates.
20. Other Costs: $113.45 is included in this request to add a 10 percent contingency onto the anticipated transportation and accommodation costs
21. Other Costs: $1,234.81 is included in this request to add a 10 percent contingency onto the anticipated transportation and accommodation costs
52. Printing and Translation
63-64. Printing and Translation
65. Printing and Translation
66. $2000.00 Venue set up and Equipment Rentals (Chairs, Flags, Stanchions, Barriers, Dias) $2500.00 Static army Vehicles Displays and Gun Salute (LAV, Huskey, M777) $500.00 Printing
67-69. Printing of invitations
70. $1000.00 Equipment rental (Portable toilets X5 $200/each)
71. $132.90 for printing
72. Printing Costs
76-78. Printing Costs
82 Printing Costs
89. Printing Costs
91. Printing Costs
93. Costs to print official pamphelts. Plamphlets are professional quality due to the attendance of VVIPs and formal occassion of the activity
95. $1138.00 Costs for stage on drill deck and audio/visual equipment rental for PA presentation plus $1138.00 for 10% contingency on travel and accommodations
104. Printing, Chair Rental , Bus Rental, Van Rental, Stage, and Large Video Display

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RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX B: HOSPITALITY DETAILS FOR EVENTS IN ANNEX A (DM)

SERIAL PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	EVENT IN Annual Hospitality Plan?	NUMBER OF HOSTS	NUMBER OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)							OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)			ALCOHOL EXPENSE (included in Meals & Refreshments)			TOTAL HOSPITALITY COST
						Breakfast	Lunch	Dinner	Reception	Refreshments a.m.	Refreshments p.m.	Total cost	Description	Cost per person	Total cost	Cost Per Person	Cost as % of Meal Expense	Total Cost	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Royal Military College of Canada (RMCC) Change	22-May-15	Yes	95	40				$ 5.93			$800.55							$ 800.55
2	Change of Command Ceremony at Canadian Forces College (CFC)	9-Jul-15	Yes	120	20				$ 9.61			$1,345.40							$ 1,345.40
3	Canadian Forces Language School (CFLS) Change of Command Ceremony	13-Jul-15	Yes	93	25				$ 10.16			$1,198.88							$ 1,198.88
4	Canadian Forces School of Military Intelligence (CFSMI) Change of Command Ceremony	TBC	Yes	95	5				$ 3.63			$363.00							$ 363.00
5	Canadian Forces Training Development Centre (CFTDC) Change of Command Ceremony	TBC	Yes	50	3				$ 3.63			$192.39							$ 192.39
6	Canadian Forces Logistics Training Centre (CFLTC) Change of Command Ceremony	TBC	Yes	125	10				$ 3.63			$490.05							$ 490.05
7	Royal Military College Saint-Jean (RMCSJ) Change of Command	TBC	Yes	120	30		$ 10.00					$1,500.00							$ 1,500.00
8	Chaplain General Change of Appointment	26-Aug-15	Yes	100	50				$ 8.00			$1,200.00							$ 1,200.00
9	CMP Change of Comd	26-Jun-15	Yes	125	125				$ 8.50			$2,125.00	Facility		$309.00				$ 2,434.00
9	CMP CoC prep Box Lunch	25-Jun-15	Yes	50	0		$ 11.13					$556.50							$ 556.50
10	Commander/Surgeon General Change of Command	10-Jun-15	Yes	93	97				$ 7.88			$1,500.00							$ 1,500.00
11	Director General Health Services - 5Fd Amb CoC Ceremony - refreshments	18-Jun-15	Yes	158	7						$ 3.03	$499.95							$ 499.95
12	Director General Health Services - 4 HSG CoC Ceremony - refreshments	26-Jun-15	Yes	56	7						$ 3.97	$250.11							$ 250.11
13	Canadian Forces Recruiting Group Commander Change of Command	17-Jul-15	Yes	150	10		$ 8.75		$ 0.00			$1,400.00							$ 1,400.00

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DIVULGUÉ EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIÉS

ANNEX B: HOSPITALITY DETAILS FOR EVENTS IN ANNEX A (DM)

ITEM # PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	NT IN Annual pitality Plan?	ER OF HOSTS	ER OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)							OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)	ALCOHOL EXPENSE (included in Meals & Refreshments)					TOTAL HOSPITALITY COST
14	Change of Command - Joint Task Force 2	20 June 2016	Yes	*	30				$ 4.00			$1,500.00							$1,500.00
15	Change of Command - 427 Special Operations Aviation Squadron	5 July 2016	Yes	300	75				$ 4.00			$1,500.00							$1,500.00
16	Change of Command - Canadian Special Operations Force Command Headquarters	30 May 16	Yes	125	30				$ 6.45			$1,000.00							$1,000.00
17	CFINTCOM Change of Command	30-Jun-16	Yes	100	150				$ 33.60			$8,400.00							$8,400.00
18	CFSU(O) Change of Command reception, R de Hull Armoury - Ottawa, On	08-Jun-16	Yes	200	40				$ 6.25			$1,500.00							$1,500.00
19	Operation IMPACT, Joint Task Force-Iraq (JTF-I) Transfer of Command Authority (TOCA) Ceremony and Post-Ceremony Reception in Kuwait. Purpose of providing hospitality is to establish, as well as strengthen relations with the Host Nation of Kuwait and Coalition Forces through exchanges of information.	31-May-16	N	279	21				$ 5.00			$1,500.00							$1,500.00
20	25 Canadian Forces Supply Depot (CFSD) Change of Command Ceremony and Post-Ceremony Reception in Montreal, Québec. Hospitality will be provided for reasons of courtesy/protocol.	23-Jun-16	Y	173	65				$ 6.45			$1,535.09	Disposable plates, utensils, glasses and cups for the hospitality at the reception.	$0.23	$55.53				$1,590.62

* protected

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ANNEX B: HOSPITALITY DETAILS FOR EVENTS IN ANNEX A (DM)

_PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	NT IN Annual pitality Plan?	ER OF HOSTS	ER OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)							OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)			ALCOHOL EXPENSE (included in Meals & Refreshments)			TOTAL HOSPITALITY COST
21	1st Canadian Division Headquarters (1st Cdn Div HQ) Change of Command Ceremony and Post-Ceremony Reception. Hospitality will be provided for reasons of courtesy/protocol.	23-Jun-16	Y	147	153				$ 9.25			$2,775.00							$2,775.00
22	1 Wing Comd CoC	14-Jul-16	Y	158	40					$ 7.48		$1,480.30							$1,480.30
23	1 Wing HQ CO CoC	08-Jul-16	Y	76	2					$ 6.40		$499.40							$499.40
24	403 THS CO CoC	07-Jul-16	Y	171	16					$ 2.67		$499.29							$499.29
25	438 ETAH CO CoC	22-Jun-16	Y	112	48					$ 7.03		$1,124.80							$1,124.80
26	450 THS CO CoC	29-Jun-16	Y	145	1						$ 3.42	$499.50							$499.50
27	2 AES Comd CoC	05-May-16	Y	150	0						$ 1.50	$225.00							$225.00
28	8 ACCS Sqn CoC	04-Aug-16	Y	78	2				$ 8.98			$718.18							$718.18
29	42 Radar Sqn CO CoC	20-Jul-16	Y	40	6				$ 10.27			$472.50							$472.50
30	410 Sqn CoC	1 July 2016	Y	186	7				$ 2.53			$488.47							$488.47
31	1 AMS CoC	1 July 2016	Y	141	3				$ 3.39			$488.47							$488.47
32	4 Wing Comd CoC	21-Jul-16	Y	200	100				$ 3.33			$999.05							$999.05
33	5 Wing Comd CoC	01-Jun-16	Y	50	30				$ 8.99			$718.91							$718.91
34	426 Squadron CoC	04-Jul-16	Y	138	12				$ 3.33			$499.50							$499.50
35	424 Squadron CoC	21-Jul-16	Y	175	25				$ 2.50			$500.00							$500.00
36	437 Squadron CoC	27-Jul-16	Y	138	6				$ 3.04			$437.76							$437.76
37	8 AMS CoC	28-Jul-16	Y	178	22				$ 2.50			$500.00							$500.00
38	436 Squadron CoC	25-Aug-16	Y	239	31				$ 1.85			$499.50							$499.50
39	12 AMS CoC	13-Jul-16	Y	115	44				$ 3.10			$492.83							$492.83
40	423 Sqn CoC	15-Jul-16	Y	138	12				$ 3.29			$492.83							$492.83
41	405 Sqn CoC - Post	21-Jul-16	Y	80	71				$ 5.30			$799.79							$799.79
42	405 Sqn CoC - Pre	21-Jul-16	Y	42	0				$ 3.41			$143.21							$143.21
43	435 Sqn CoC - Post	15-Jul-15	Y	175	25				$ 5.13			$1,025.00							$1,025.00
44	435 Sqn CoC -Pre	15-Jul-15	Y	20	0					$ 2.65		$53.00							$53.00
45	440 (T) Sqn COC	15-Jul-16	Y	102	32				$ 5.59			$748.65							$748.65
46	407 Sqn COC	14-Aug-16	Y	137	23				$ 4.78			$764.80							$764.80
47	442 Sqn COC	01-Aug-16	Y	91	9				$ 7.23			$723.00							$723.00
48	19 W COMD COC	01-Jun-16	Y	244	154				$ 3.77			$1,500.00							$1,500.00
49	21 AC&W CoC	07-Jul-16	Y	75	85				$ 3.07			$491.20							$491.20
50	1 CAD COMD COC	15-Jul-16	Y	144	56				$ 7.34			$1,468.52							$1,468.52

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ANNEX B: HOSPITALITY DETAILS FOR EVENTS IN ANNEX A (DM)

PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	NT IN Annual Hospitality Plan?	ER OF HOSTS	ER OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)							OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)			ALCOHOL EXPENSE (included in Meals & Refreshments)			TOTAL HOSPITALITY COST
51	1 CAD HQ CO COC	15-Jul-16	Y	42	8				$ 1.99			$99.30							$99.30
52	ATESS CoC	21-Jul-16	Y	153	8				$ 3.66			$589.26							$589.26
53	DGLEPM CoC + Divisional CWO CoA	16-May-16	Y	295	5					$ 2.00		$600.00							$600.00
54	AETE CoC	21-Jul-16	*N	202	79						$ 2.67	$750.27							$750.27
55	Change of command Ceremony - 2 Fd Amb (Petawawa)	4-5 July 16	Yes	260	50						$ 1.61	500.00							500.00
56	Change of command Ceremony - CF H Svcs C (A) (Halifax)	14-15 Jul 16	Yes	300	50						$ 1.43	500.00							500.00
57	Change of command Ceremony - 4 H Svc Gp (Montreal)	29-30 Jun 16	No	53	14						$ 6.72	450.00							450.00
58	Change of command Ceremony - 25 Fd Amb (Toronto)	14-15 Oct 16	No	90	6						$ 5.21	500.00							500.00
59	Change of Command Ceremony - 1 Fd Amb (Edmonton)	14 Jul 16	Yes	200	10						$ 2.04	428.40							428.40
60	Change of Command Ceremony - 1 HSG Commander(Edmonton)/OP HONOUR Briefing	26-27 Jun 16	Yes	88	68						$ 3.05	476.42							476.42
61	Change of Command Ceremony - CFEME (Toronto)	17-18 Jun 16	Yes	85	15						$ 4.97	497.00							497.00
62	CFS Met CoC	20 Jun 16																	0.00
63	CFLRS Change of Command at Saint-Jean Garrison	15-Jul-16	Y	400	50				$ 3.00			1,350.00							1,350.00
64	CFTDC Change of Command	19-Jul-16	Y	98	0				$ 8.28			811.44							811.44
65	Base/MILPERSGEN TG Commander Change of Command	30-Jun-16	Y	450	10				$ 3.00			1,380.00							1,380.00
66	Commander Canadian Army Change of Command Ceremony	14-Jul-16	Y	164	228						$8.40	$ 3,292.80	Exceptional Hospitality due to reasons of official protocol - Flowers	$125.00	$250.00				$3,542.80
67	Changement CMDT - Bgén 2 Div CA / FOI (Est)	23 juin 16	Y	134	66						$7.50	$ 1,500.00							$1,500.00
68	Changement Cmdt 3 R22R	19 août 2016	Y	299	9						$3.23	$ 994.84							$994.84
69	Changement Cmdt 2 R22R	8 juillet 2016	Y	341	11						$2.84	$ 999.68							$999.68

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ANNEX B: HOSPITALITY DETAILS FOR EVENTS IN ANNEX A (DM)

ITEM PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	NT IN Annual pitality Plan?	ER OF HOSTS	R OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)		OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)	ALCOHOL EXPENSE (included in Meals & Refreshments)	TOTAL HOSPITALITY COST
70	4 Cdn Div	06-Jul-16	Y	237	100	$4.45	$ 1,499.65			$1,499.65
71	4 CDSG	26-Jun-16	Y	212	12	$6.61	$ 1,480.64			$1,480.64
72	Combat Training Centre (CTC) HQ Change of Command Reception, Lindsay Valley Lodge, 5 CDSB Gagetown	04-Jul-16	Y	160	5	$6.06	$ 999.90			$999.90
73	Canadian Army Command and Staff College (CACSC) Change of Command Reception, Fort Frontenac Officers' Mess, CFB Kingston	06-Jul-16	Y	180	20	$5.00	$ 1,000.00			$1,000.00
74	Canadian Army Enablers Group (CAEG) Change of Command Reception, CFB Kingston	07-Jul-16	Y	107	13	$8.33	$ 1,000.00			$1,000.00
75	Royal Canadian Electircal and Mechanical Engineers School (CTC) Change of Command Reception, Base Borden Officers' Mess	08-Jul-16	Y	499	1	$1.62	$ 810.37			$810.37
76	Tactics School (CTC) Change of Command Reception	15-Jul-16	Y	147	33	$5.54	$ 997.50			$997.50
77	Peace Support Training Centre (PSTC) Change of Command Reception	06-Jul-16	Y	132	3	$7.40	$ 999.00			$999.00
78	3 Cdn Div CoC, Edmonton, AB	15-Jul-16	Y	300	200	$3.00	$ 1,500.00			$1,500.00
79	3 CDTC CoC, Wainwright, AB	26-Jun-16	Y	90	90	$5.55	$ 999.00			$999.00
80	1 CMBG - LdSH(RC) CoC, Edmonton, AB	17-Jun-16	Y	500	100	$1.66	$ 996.00			$996.00
81	1 CMBG - 3 PPCLI CoC, Edmonton, AB	17-Jun-16	Y	500	50	$1.82	$ 998.25			$998.25
82	1 CMBG - 1 RCHA CoC, Shilo, MB	22-Jun-16	Y	505	50	$1.80	$ 999.00			$999.00
83	38 CBG - 38 Signals Regt CoC, Winnipeg, MB	15-Jan-17	Y	200	200	$2.50	$ 1,000.00			$1,000.00
84	38 CBG - North Saskatchewan Regt CoC, Saskatoon, SK	06-Aug-16	Y	200	200	$2.50	$ 1,000.00			$1,000.00
85	38 CBG - Saskatchewan Dragoons CoC, Moosejaw, SK	14-May-16	Y	200	200	$2.50	$ 1,000.00			$1,000.00
86	38 CBG - 38 CER CoC, Saskatoon, SK	18-Mar-17	Y	200	200	$2.50	$ 1,000.00			$1,000.00
87	4 CRPG CoC, Victoria, BC	15-Jul-16	Y	200	100	$3.33	$ 999.00			$999.00

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PER ANNEX A	EVENT NAME, LOCATION AND PURPOSE OF HOSPITALITY	EVENT DATE	NT IN Annual pitality Plan?	ER OF HOSTS	ER OF GUESTS	MEALS AND REFRESHMENTS INCLUDING ALCOHOL (Please enter Cost Per Person)							OTHER TYPES OF EXCEPTIONAL HOSPITALITY PROVIDED (e.g. entertainment tickets to theatre/ sporting events, boardroom/ facilities rental, local transportation)			ALCOHOL EXPENSE (included in Meals & Refreshments)			TOTAL HOSPITALITY COST
88	39 CBG - 5 Fd Regt CoC, Victoria, BC	21-May-16	Y	100	50						$6.66	$ 999.00							$999.00
89	41 CBG CoC, Calgary, AB	27-Aug-16	Y	200	200						$3.75	$ 1,500.00							$1,500.00
90	41 CBG - King's Own Calgary Regiment CoC, Calgary, AB	04-Jun-16	Y	200	200						$2.50	$ 1,000.00							$1,000.00
91	1 CMBG HQ CoC, Edmonton, AB	28-Jun-16	Y	500	200						$2.14	$ 1,498.00							$1,498.00
92	Comd RCN Pre-ceremony recpetion	23-Jun-16	Y	10	30				$ 17.33			$693.20							$693.20
93	Comd RCN CoC Ceremony	23-Jun-16	Y	250	150							$0.00	Flowers, local transportation, tent rental (PSPC), Framing of three official certificates	$9.73	$3,890.14				$3,890.14
94	Comd RCN Post-ceremony reception	23-Jun-16	Y	250	150				$ 17.33			$6,932.00							$6,932.00
95	CoC - Comd MARPAC / JTF(P)	JUL 2016	Y	100	100				$ 12.50			$2,500.00							$2,500.00
96	CoC - Port Operations and Emergency Services Branch	TBD	Y	50	50						$ 1.50	$150.00							$150.00
97	CoC - Naval Fleet School & Training Development Centre (Pacific)	JUL 16	Y	50	50						$ 2.00	$200.00							$200.00
98	CoC - Naval Fleet School & Training Development Centre (Atlantic)	JUL 16	Y	50	50						$ 2.00	$200.00							$200.00
99	CoC - HMCS Chicoutimi	TBD	Y	50	50						$ 2.00	$200.00							$200.00
100	CoC - HMCS Victoria	TBD	Y	50	50						$ 2.00	$200.00							$200.00
101	CoC - MOG 4	TBD	Y	50	50						$ 3.00	$300.00							$300.00
102	CoC - HMCS CALGARY	AUG 16	Y	200	35					$ 0.85	$ 0.00	$199.75							$199.75
103	CoC - RCN Chief	17 Aug 16	Y	70	5						$ 5.00	$375.00							$375.00
104	VCDS CoA Reception	05-Aug-16	Y	200	50				$ 8.50			$2,125.00	Facility		$350.00		0.0%	$0.00	$2,475.00
104	VCDS CoA Box Lunches for Guard	05-Aug-16	Y	50			$ 11.50					$575.00			$0.00		0.0%	$0.00	$575.00
			TOTALS	17,145	5,589							$107,130.05			$4,854.67			$0.00	$ 111,984.72

Notes: Serial 54 *Approved Hospitality forecasted for the AETE unit is $600.00 for two events to take place during FY2016/2017. The CoC was not included in the AHP as it wasn't known at the time that a CoC ceremony would be taking place during the next fiscal year. Therefore, the current plan is to seek additional funding within Mat Group to cover the unplanned event. Should this not be possible, cost will be absorbed within DGAEPM approved Hospitality Allocation by reducing already planned events in order to absorb the $750.27, or cancelling certain events.

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
SECTION A – COMPTROLLERSHIP			
J8-A1	**FINANCIAL MANAGEMENT**		
J8-A1.1	Evaluate the budget process and verify that control measures are in place to manage and monitor the Business Plan. Minimum info that should be recorded are initial and current allocations, actuals, earmarked funds, projected costs to YE, estimated YE posn, and estimated surplus or deficit. Review last quarterly budget report. Are expenditures to year end being projected adequately?	Excel report used (DRMIS amts tracked) - good layout/tracking of fund centre/cost ctrs/IOs. J8 has strong oversite on what is in DRMIS.	
J8-A1.2	Review cost estimate sheets (Detailed Trg Sp Forecast) used for planning.	Infra Dev Working Gp - amts provided but scant on synopsis (basis for cost esmts)	J8 will work with Engrs/other orgs to ensure sufficient data provided as basis for estms req
J8-A1.3	Review process to obtain Budget History Report in DRMIS. Ensure that allocations are entered in Cost Centre Planning and that they balance with Op Plan approvals (Fund Centre Planning).	CJOC limitation to mv funds around within FC alloc challenges ability to align report with DRMIS alloc (CJOC only mvs allocs post T reports/approval). 1 x FC, 4 x CC, 40	
J8-A1.4	Confirm that RC Managers have adequate number of IOs to capture expenditures for all unit activities. Confirm that all IOs are linked properly within the ABCC structure (the Actuals in the Free Balance Report must balance with the IO	IOs are are created at CJOC as req/reqrd, with linkage done to nec gp structurs ATT (no issues)	
J8-A1.5	Is there potential for a conflict of interest between the cost initiating and approving authorities? Ref: FAM 1016-3 para 25	No issues - always min of 2 pers/auths for ea txn (often 3 - 32/proc/34)	
J8-A1.6	Confirm that the appropriate personnel as well as RC Manager(s) have adequate access and training to DRMIS. Ref: FAM 1016-3 para 41	J8/J8-2 have access and are fluent. Some RC Admins are self-sufficient as well - reports are pushed and resp posns provide nec input.	
J8-A1.7	Are RC Managers self reliant in retrieving all the necessary data from DRMIS? Do the RC Managers review and validate transactions processed in DRMIS? Ref: FAM 1016-2 paras 41-43	Currently only 1 RC Mgr for all (J8) with several RC Admin by function. This is structure in place mf previous roto and changes are beig considered for next roto dft.	
J8-A1.8	Verify that SWE forecasts are identified through the appropriate use of commitments in DRMIS (100% commitment is mandatory). Confirm how SWE forecasts and expenditures are monitored. Ref: 1016-2 para 28	No SWE managed fm theatre. PolAd posn pd fm home unit (cfm SA to OFA - CJOC managed).	
J8-A1.9	Verify that Res Pay forecasts are identified through the appropriate use of commitments in DRMIS (100% commitment is mandatory). Confirm how Res Pay forecasts and expenditures are monitored. Note: There should be no Res Pay transactions for CJOC Expeditionary Operations as all Res Force deployments occur under Class C (Reg Force) benefits. Ref: 1016-2 para 28	NA - Res F pers on msn as Cl C.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A1.10	Ensure commitments for recurring expenses such as phone and cable are being created and that all commitments are being recorded in a Commitment Register. How often are commitments with unspent balances reviewed and reduced?	J8/J8-2 raise all cmts once expx know (generally when 32 applied - email advise fm Mgrs). Reviewed wkly/monthly when DRMIS updates to Excel format	
J8-A1.11	Verify that unallocated charges are being checked and cleared on a regular basis (minimum monthly) and SAs retain appropriate data within the text for future reference.	Reviewed/cleared wkly/bi-wkly.	
J8-A1.12	Verify that charges to GL 4606 (Banking Services) are being checked and cleared on a regular basis (minimum monthly). Note: Only charges related to WCF operations or maintenance of a local bank account should occur against GL 4606.	Reviewed/noted when DRMIS data updated into excel and cleared as reqrd.	
J8-A1.13	Review unit Reinvestment Opportunity List/Forward Planning List.	Infra Dev Working Gp process but no formal process beyond that for on/off ramps.	Review opportunity to expand this into a more formal process for funds mgmt in T3.
J8-A1.14 RDAO Only	Confirm that IOs follow appropriate naming convention i.e. start with unit name (will be done by CJOC J8 IO management authority).	New ones raised at CJOC by DeskO - no issues.	
J8-A1.19	Verify that soft and hard commitments are entered in DRMIS at time of expenditure initiation. Ref: FAM 1016-2 para 12	See A1.10 - done.	
J8-A2	**PAYE**		
J8-A2.1	Compare DRMIS PAYE (YY documents) report with unit records to ensure that all adjustments are actioned correctly. Year-End Instructions	11 in tracker - all inititated at CJOC level (nec dupporting docs provided in adv)	
J8-A2.2	Ensure there is a PAYE register and verify proper completion and conformity to PAYE criteria: a. Goods/services rendered as at 31 March; b. Payable in accordance with terms of a contract; c. The debit cannot be discharged during period 13; d. The amount of the debt is within limitations; and e. The debit is lawfully charged to the budget. Ref: FAM 48 para 5 Year-End Instructions	11 listed in tracker - info provided to CJOC and actual DRMIS generation done there.	
J8-A2.3	What steps are units doing to prepare for PAYEs at year end?	DeskO/J8 continue to liaise and clear.	
J8-A2.4	What does the unit do with surplus PAYEs? **Note: CJOC J8 must be advised of unused residual amounts which are available for clearing. Units are not to clear residual amounts. PAYE overlaps occur to accommodate both CJOC and Op requirements.**	Managed at CJOC level.	
J8-A3	**DELEGATION OF AUTHORITIES**		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A3.1	Verify that someone has been tasked with maintaining control over signing authorities (Delegations of Authorities). Is a list/database of all individuals with signing authority maintained? Ref: FAM 1014-4-1	Op IMPACT DoA's are kept by the JTFI J8-2. Total DoA's are as follows: JTFI x 6, JTFSC x 14, PSP staff x 2, and ATF x 7. A MS Excel database is accurately maintained .	Recommend DoA structure be drafted for next roto to align RC Mgr(s) along C of C vice all thru J8 (discussed in detail with J8 on debrief and although current not technically wrong, puts J8 in position not meant for this function).
J8-A3.2	Confirm that personnel performing financial functions have copies of all delegation of authority forms in order to conduct transaction reviews. Ref: FAM 1014-4-1 para 17	When DoA's are signed by the incumbent JTF-I scans the DoA and sends it to CJOC for validation. Once validated, JTF-I gives the incumbent a copy, adds the info on the DoA database and files the original DoA in a binder.	
J8-A3.3	Ensure that Delegation of Authorities forms are held by the RDAO for Contracting and Section 32, 33, and 34 of the FAA and that they are properly completed and authenticated. Verify that delegation of authority forms are retained for a minimum of six years after they have been cancelled or superseded. Individuals must not exercise financial authorities until forms have been completed and are effective the date signed by their superior. Ref: FAM 1014-4-1 para 17	All DoA's from previous ROTO's are archived by JTF-I and kept onsite (currently Roto 1 to 2 are archived). The RDAO for Op IMPACT is located in the NCR (0001) and JTF-I forwards them DoA's as deemed necessary.	
J8-A3.4	Confirm that personnel with delegated financial signing authority have up to date certification of the Expenditure Management Course (EMC) or the Canada School of Public Service training (CSPS) as well as the Contracting Direct with Trade Course (CDWT). Refs: A. FAM 1014-4-1 paras 14-17 B. Delegation of Authorities A-FN-100-002/AG-006	All DoA incumbents have the requisite training and copies of MPRR's and/or certificates are kept on file with the DoA's.	
J8-A3.5	The following functions must be kept separate with respect to any single transaction process: a. Authority to enter into a contract (transaction authority); b. Certification of the receipt of goods and the provision of services in accordance with the contract according to Section 34 of the FAA (certification authority); c. Determination of entitlement, verification of accounts and preparation of requisitions for payment or settlement according to Section 34 of the FAA (certification authority); d. Certification of requisitions for payment or settlement according to Section 33 of the FAA (payment authority). **Note: If the circumstances do not allow for the separation of duties, alternate measures must be implemented and documented.** Ref: A. Delegation of Authorities A-FN-100-002/AG-006 Refs: A. FAM 1014-4-1 paras 14-17	Proper segregation of financial responsibilities is maintained throughout the various service areas.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A3.6	Are copies of DoA forms maintained for acting assignments (i.e. Acting TF Comd)? Is the person designated in writing, identifying the position, authority to be exercised and, if considered necessary, the limitations on the dollar value or area of responsibility, or both? **Notes: A. Acting appointments can only be approved by the superior of the normal incumbent of the position.** **B. Each period of acting must be designated in writing by the normal incumbent of the position and kept on the DoA file.** Ref: FAM 1014-4-1 paras 22-24	During the previous CCI it was recommended as a best practice to only raise an acting DoA when the dates are known and a letter of appointment is created. As a best practice, and for efficiency purposes, acting DoA's could be created without any firm dates as long as they are activated/accompanied with a letter of appointment as needed.	
J8-A3.7	Ensure that Delegation of Authority given to an individual does not exceed limitation. **Note: RC Administrator limits cannot exceed those delegated limits assigned to the RC Manager.** Refs: A. FAM 1014-4-1 paras 14-17 B. Delegation of Authorities A-FN-100-002/AG-006	The JTF-I J8 has been delegated columns 20 (Service Competitive) and 21 (Services non-competitive), yet the JTF-I Comd does not have columns 20/21 on his DoA. ATF MSE OC has been delegated PIA Column 14), yet the ATF Comd does not have PIA.	New DoA is required for the JTF-I J8. New DoA is required for the ATF MSE OC.
J8-A3.8	Verify if individuals certifying under Section 34 of the FAA understand the concept of due date. Ref: FAM 1016-3 para 17	The concept of PODD is understood by individuals interviewed.	
J8-A4	**HOSPITALITY EXPENSES**		
J8-A4.1	Ensure the unit is aware of the policy regarding the acceptance of gifts, hospitality, and other benefits Ref: DAOD 7021-3	JTF-I J8 and J8-2 are aware of the gifts, hospitality and other benefits as per FAM 1017-1 and 1017-6	
J8-A4.2	Check the unit's hospitality register and the system in place to administer hospitality requests. Review expenses for: a. Pre-authorization; b. Member approving cannot benefit; c. Delegated authority; d. Circumstances IAW policy; e. Form of hospitality (meals, alcohol, reception); f. Total cost in comparison to pre-approval; g. Substantiation; h. Contract in place prior to event; and i. Does the total of finalized hospitality expenditures necessitate submission for re-approval? Ref: FAM 1017-1	A total of six Hospitality Request Forms (HRFs) have been processed for FY 16/17. A hospitality register is maintained by the JTF-I J8-2 and every HRF has been deemed compliant to policies. One of the HRF processed by ATF was completed via LPO and acquisition card; however, as a best practice the use of a CF 52 is the preferred method of payment for monitoring and oversight purposes (see FAM 1016-10 - Managing Expense Claims).	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A4.3	Official mementos that are purchased in bulk must be within the purchasing RC Manager's contracting authority limits with the following limiting factors: a. Prior to giving a bulk procured official memento(s), authorization must be obtained from the appropriate approval authority; b. All purchases should be consumed in the fiscal year of purchase; c. an inventory record of official mementos must be maintained reflecting: i. Date purchased; ii. Quantity purchased; iii. Value of the official mementos purchased (in total and per memento); iv. Date the official memento is given; v. Value of the official memento given; and vi. Current balance (both value and quantity); and d. No bulk purchases of official mementos are to be made during the last quarter of the fiscal year. Ref: FAM 1017-6	Register held and to be maintained with remainder handing over or returned to CJOC at end of Roto. J8 to seek further clarification as required prior to end of tour).	
J8-A4.4	**Coins may be provided under the guise of the following:** **a. As an Award;** **b. As a momento;** **c. As an NPF activity (i.e. purchased through individual donations).**		
J8-A4.4.1	RC Managers must ensure the following when giving official mementos to facilitate and/or promote DND/CF business: a. only valid requests for official mementos are considered for approval; b. accurate preliminary costing is conducted to determine the required approval level; c. appropriate approval authority is obtained in advance; d. all contracting rules are respected when procuring official mementos from a vendor; and e. a planned official memento recipient is not a prohibited recipient as per ref paras 22-24. Ref: FAM 1017-6 paras 10, 22-24, Annex A		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A4.4.2	Coins presented under the guise of a special award must adhere to the following: a. It must be presented to a DND employee (Public Servant); b. Presentation to a non DND employee (Public Servant) is considered an official memento; c. an awards registry must be maintained and include the following: i. Date and quantity of awards purchased; ii. Cost of awards; iii. recipients name and presentation date; and iv. reason for award. Refs: A. DAOD 5027-1 B. Delegation of Authorities A-FN-100-002/AG-006 C. FAM 1017-1	Coins currently in theatre purchased with NPF for all TF mbrs only (none for presentation). Awaiting cfm of SEA Grant alloc to proceed with Comd Coins (Canex samples brought to theatre).	
J8-A5	**PAYMENT CARDS**		
J8-A5.1 RDAO Only	Ensure the RDAO Comptroller has appointed a Regional Acquisition Card Coordinator to administer acquisition cards for their region and that the information held on each cardholder is accurate. Ref: FAM 1016-7-1 paras 27,34	CJOC J8 Coord has been assigned.	
J8-A5.2	Obtain names of all Standard Acquisition Card holders and verify if the unit holds any Corporate Acquisition Cards. Ensure that each card status (active, cancelled) is updated in the master record of information in DRMIS. Ref: FAM 1016-7-1 paras 34, 44	Card status completed by CJOC. 4 x cards in theatre. ATF - MS Spence (not issued yet, waiting for Role UU19 to be completed), Cpl Ferlatte; JTF-SC - MCpl Laverdure, Cpl Vaillencourt	Recommend all cards sign back in to J8 and then out to new pers on rotation for positive control/visibility.
J8-A5.3	How does the RC Manager control who holds acquisition cards within the unit? Confirm that the RC Manager has reviewed and reassessed, on an annual basis, the cardholder's need to have a Standard Acquisition Card. Ref: FAM 1016-7-1 paras 26 i, 27 d	J8 Section holds cards in theater and signs out cards when training is completed for specified card holders within LPO sections. Cards required are reassessed on each ROTO based on LL from previous ROTO.	
J8-A5.4	Examine security arrangements for storage of cards. What type of security container is being used? Ref: FAM 1016-7-1 para 24 f	ATF LPO hold both cards together in locked box in locked cabinet. Card holders are only pers with access to this cabinet (key padlock). Recommended that ATF LPO manager (MS) hold both cards and sign out as required. JTF-SC LPO manager (MCpl) holds both cards locked in cabinet and signs out card to Cpl when required.	Cards not reqrd should be rtnd to J8 and signed out fm there as nec.
J8-A5.5	Confirm that ACC holders have completed request for Acquisition Card Acknowledgement of Responsibilities and Obligations form. The standard acknowledgement form should be used for standard acquisition cards in the name of individuals and the corporate acknowledgement form for corporate acquisition cards in the name of organizations.	Completed.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Ref: FAM 1016-7-1 para 34		
J8-A5.6	**Conduct a post payment verification of all acquisition card purchases to validate compliance of regulations. (See Checklist for Acquisition Card Payments.)**	Completed. No significant errors and minimal minor errors.	
J8-A5.6.1	Confirm that acquisition cards are only used for authorized government purchases IAW limitations established by the RC Manager and that contracting authority of the individual authorizing the purchase has been obtained. Confirm that cards have not been used for: a. Personal expenses; b. Obtaining cash advances; c. Travel-related expenses; d. Vehicle operating and maintenance expenses; and/or e. Restricted items (i.e. hazardous material, weapons, IT equip). Ref: FAM 1016-7-1 paras 18-21	Used for authorized transactions only. All purchases of IT items have been approved by the J6, attached to the LPO form.	
J8-A5.6.2	Verify that procurement and payments made using a Standard Acquisition Card are authorized by a member with expenditure initiation authority pursuant to FAA Sec 32 and that the cardholder keeps an Acquisition Card Transaction Register. Ref: FAM 1016-7-1 paras 24 d, Annex A	Contract registers at both locations complete. Section 32 was completed on all items. JTF-SC had some low dollar value transactions that exceeded Section 32 due to exchange rates.	Section 32 authorities approve a higher amt for exch rate fluxs and LPO section to review all roto stmts and obtain (re)approval on exps that exceed 32 value orig granted (note/initial incr with same 32 auth).
J8-A5.6.3	For Corporate Acquisition Cards, ensure that the Corporate Acquisition Card Custodian has not used a card under any circumstances. Ensure that all corporate credit card purchases are recorded on the Acquisition Card Transaction Register. Ref: FAM 1016-7-1 paras 21 c, 24 d, Annex E	No issues yet as first card just brought to theatre by CCI tm.	Monitor use and recommend use of same on next roto, or not if issues realized.
J8-A5.6.4	Ensure that purchases are supported by the proper quotes: a. under $1,000.00 – one quote; b. $1,000.00 to $2,500.00 – two quotes; and c. $2,500.01 to $25,000.00 – three quotes. Ref: PAM 3.3.9.7 **Note: Are quotes documented in the file. (Telephone quotes written and recorded, flyers, etc.)**	No issues.	
J8-A5.6.5	Confirm that goods which are deemed to be attractive in nature or which are valued over $1,000.00 are recorded against the unit's Supply Customer Account (SCA). Ref: FAM 1016-7-1 para 38	Confirmed. All attractive items and items over $1K have been BOC.	
J8-A5.6.6	Confirm that contracting authority was obtained: a. For a standard acquisition card before each purchase; or b. For a corporate acquisition card by completion of Anx C to ref B, unless the contracting authority was already assigned by the RC Manager (del of auth).	Contracting authority obtained on all transactions.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Refs: A. FAM 1016-7-1 paras 36 b, Annex C B. Delegation of Authorities A-FN-100-002/AG-006		
J8-A5.6.7	Confirm that the individual, who authorized each purchase, has the authority for that type of procurement and that the amount of the procurement does not exceed the limit of their delegated authority. Refs: A. FAM 1016-7-1 para 20 B. Delegation of Authorities A-FN-100-002/AG-006	No issues.	
J8-A5.6.8	Confirm that the procurement of restricted items have been approved by the applicable Equipment Program Manager (EPM) at NDHQ/CJOC. Ref: PAM 3.3.9.5	Confirmed. All restricted items (AC parts etc) approved by EPM. None purchased in last 3 months, but discussed section protocol and reviewed one file from last FY with no issues.	
J8-A5.6.9	Confirm that price and performance are IAW the contract and that invoices are verified and certified pursuant to FAA Sec 34 prior to payment. Ref: FAM 1016-3 para 17	No issues.	
J8-A5.6.10	Confirm that monthly credit card statements have been certified pursuant to FAA Sec 34. Refs: A. FAM 1016-7-1 paras 26 h, 36 k	Monthly credit card statements are currently approved by Log Capt in charge of respective sections, with appropriate DOA. All statements correctly certified.	IAW FAM 1016-7-1 para 26.h, RC Manager shall sign the monthly credit card statements certifying Section 34 authority.
J8-A5.6.11	Confirm that monthly credit card statements have been reconciled with acquisition card receipts. Confirm that erroneous charges are reported to the supplier and resolved promptly. Ensure that the cardholder takes appropriate action in DRMIS and all supporting documentation is retained for a minimum of six years. Refs: A. FAM 1016-7-1 paras 26	No error charges. Reconciliation completed in theatre for all cards. Very well managed.	
J8-A6	**INVOICE PROCESSING (KR DOCUMENTS)**		
J8-A6.1	Examine K1 documents and GL 12121 for Interest on Accounts. Excessive charges in any Cost Centre are to be investigated, as well as SAs transferring charges from GL 12121 to other GLs.	No issues. Interest report is produced monthly since the last CCI by the JTF-I J8-2.	
J8-A6.2	Confirm that original invoices are held by the office certifying pursuant to FAA Sec 34 and are retained for a minimum of six years. Ref: FAM 1016-3 paras 10-11	No issues. JTF-I J8-2 keeps original ACSA invoices and sends a copy to OSHUB. All other invoices are kept by the Contract O. JTF-SC LPO is not currently performing Section 34 on any invoices for acquisition card. Only performing section 34 on card statement and DRMIS report. Annex A completed for all reconciliations.	JTF-SC LPO shall complete section 34 on all individual invoices (all invs on file fm current Acq card holders should be 34d appropriately, not by holder or RC Mgr).
J8-A6.3	**Conduct a post payment verification of all invoices to evaluate compliance of regulations.** Refs: A. FAM 1016-3 paras 19-40	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	B. Delegation of Authorities A-FN-100-002/AG-006		
J8-A6.3.1	Ensure that all KR transactions in DRMIS have a corresponding invoice or supporting documentation if charged from outside the unit.	No issues.	
J8-A6.3.2	Confirm that purchases are for authorized government purchases IAW limitations established by the RC Manager and that contracting authority of the individual authorizing the purchase has been obtained prior to the acquisition. Each invoice must be supported by: a. contract; b. call-up against a Standing Offer; or c. Local Purchase Order (GC111-1) if under $25K. Ref: FAM 1016-2 para 14	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.3	Confirm that goods which are deemed to be attractive in nature or which are valued over $1,000.00 are recorded against the unit's Supply Customer Account (SCA). Ref: SAM	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.4	Ensure that purchases are supported by the proper quotes: a. under $1,000.00 – one quote; b. $1,000.00 to $2,500.00 – two quotes; and c. $2,500.01 to $25,000.00 – three quotes. **Note: Are quotes documented in the file. (Telephone quotes written and recorded, flyers, etc.)** Ref: PAM 3.3.9.7	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.5	Ensure that purchases in excess of $25,000.00 go through ADM (MAT)/PWGSC to have a contract raised and tendered. Review payments to determine if there is contract splitting to avoid Treasury Board regulations. Ref: A. CANFORGEN 011/12 Ref: PAM 1.8.1	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.6	Ensure there is valid justification for sole source or no substitute contracts, and such justification is recorded on the contract file. Sole sourcing should be the exception to the rule and only used when: a. A pressing emergency exists; b. Solicitation of bids would not be in the public interest; c. There is only one source of supply; and d. Standardization with existing equipment. Ref: PAM 3.1.1.1.3.2	No issues. Justification is added to file which is signed by either CFJOC or the TA. ATF/JTF-SC LPO - No issues. Only one sole source for cell phones with reason cited being for security purposes, authorized by TF. Contracts cell - approx. 10 sole source contracts with proper justification and process.	
J8-A6.3.7	Should the invoice have been brought to the Sup O/G4's attention for possible Confirming Order/Contract Ratification action? Ref: PAM 1.8.4	Some contracts have been signed by previous Contract O i.e. generator contract $320K, that is over the $25K DoA limit.	Contracts O to provide stat on # of contracts raised by her that she can auth vs reqr CO for CJOC consideration.

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A6.3.8	Confirm that FAA Sec 32 pre-authorization was obtained for all purchases. Confirm that the individual who authorized each purchase, in writing, has the authority for that type of procurement and that the amount of the procurement does not exceed the limit of their delegated authority. Refs: A. PAM 3.2.6 B. FAM 1016-2 para 14 C. Delegation of Authorities A-FN-100-002/AG-006	A new contract management form is in the process of being created IOT ensure auditable evidences is documented to include EIA.	Provide copy to CJOC to cfm changes meet reqr
J8-A6.3.9	Confirm that the procurement of restricted items was approved by the applicable Equipment Program Manager (EPM) at NDHQ/CJOC. Ref: PAM 3.3.9.5	No issues.	
J8-A6.3.10	Confirm posting date was entered correctly in DRMIS to prevent interest from incurring. Was an early payment discount taken? Refs: A. FAM 1016-3 paras 46-54 B. DRMIS Process AP-IP-1200	The incorrect PODD is used on KR's. The JTFSC invoice clerk uses the invoice received date and not the later of invoice received or goods/svcs received.	Ensure the PODD is applied correctly for all KRs IAW CDAO SOP 1.09 and FAM 1016-3.
J8-A6.3.11	Confirm that original invoices are on file, and they were date stamped on the date they were received. Refs: A. FAM 1016-3 para 37	No issues. ATF/JTF-SC LPO - No issues.	
J8-A6.3.12	Confirm that invoices are verified to ensure that price and performance are IAW the contract and certified pursuant to FAA Sec 34 prior to payment. Refs: A. FAM 1016-3 para 17	No issues. MOU for ACSA including price list is held with the JTF-I J8-2. All other contracts are held with the JTFSC Contract O were invoices are properly certified FAA Sec 34.	
J8-A6.3.13	Ensure that correct Vendor Codes are used in DRMIS. Refs: A. FAM 1016-3 para 17	No Issues.	
J8-A6.3.14	Confirm that invoices are imprinted with date/paid stamp at the time of payment. Refs: A. FAM 1016-3 para 40	JTF-SC LPO is not currently stamping all invoices paid.	JTF-SC LPO shall stamp paid with date on all individual invoices.
J8-A6.3.15	Verify mandatory use of payment card against KR document. Could this invoice have been paid with an acquisition card? Ref: CANFORGEN 031/08 AP 7 01/08 041909Z FEB 08	No issues.	
J8-A6.3.16	Check if any unexpended old year funds were used to make advance payments for new year items. Refs: A. FAM 1016-3 paras 55-59 Year-End Instructions	No issues.	
J8-A7	**CONTRACTING**		

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A7.1	What is the volume and type of contracts requisitioned? a. Local Procurement <$5K b. Procurement between $5K and $25K c. Procurement >$25K d. Sole Sourced Contracts	a. ATF approx. 30 LPO <$5K per month; JTF-SC approx. 120 LPO <$5K per month b. JTF-SC 1-2 purchases $5K-$25K/ month c. Contracts >$25K ~85 since mission opened, ~30 being worked on currently d. ~10 sole source contracts total	
J8-A7.2	Are there current SOPs for procurement in place? What procedures are in place to validate and update the SOPs as required?	SOPs currently in place for ATF-LPO, JTF-SC and contracts, but all sections are currently expanding and improving on SOPS. Current process is that SOPs are reviewed and updated at each ROTO change.	
J8-A7.3	Who are the main contacts for contract management queries and what sections are involved in the procurement process? a. Expenditure Initiation (TA) b. Section 32 c. Procurement Initiation d. Procurement/Contracting Activities e. Section 34	All items over $25K is Contracts O. Items under $25K as below: a. Section heads b. LPO Clerks/Sections managers c. CJOC d. LPO Clkers/Contracts O e. Log Capt/MWO of LPO sections	
J8-A.7.4	What are the procurement methods that are used? a. Acquisition Cards b. Petty Cash c. KR's d. CF 52 Payment thru Cashier	LPO- all Acquisition cards. Contracts all through KR/invoice clerk. No petty cash.	
J8-A7.5	Ensure that purchases in excess of $25,000.00 go through ADM(MAT)/PWGSC to have a contract raised and tendered. Review payments to determine if there is contract splitting to avoid Treasury Board regulations. Ref: A. CANFORGEN 011/12 Ref: PAM 1.8.1	No contract splitting issues. All purchases in excess of $25K going to CO, CJOC (DMajProc/ADM (MAT)/PSPC).	
J8-A7.6	What are the main subject areas/gaps in training for the staff? Has the staff received TB mandated training (i.e. EMC, Green Procurement, Contracting Direct with Trade)? Ref: A. CANFORGEN 011/12 C. Delegation of Authorities A-FN-100-002/AG-006	Staff has all received mandated training. Contracts O commented that a DOA course/experience and the PIA course would be useful for that position. CDWT refresher course would be helpful for all pers in contracting.	
J8-A7.7	Are contracting and signing authority limits in theatre adhered to? C. Delegation of Authorities A-FN-100-002/AG-006	No issues. All limitations are being respected.	
J8-A7.8	Prior to procurement, is the requirement validated? a. SOW / RFP (list of deliverables for Goods or Services) b. Authority for procurement documented (copy of a memo, record of conversation with TA) Refs: A. PAM 3.3.9.3	Yes. No issues with SOW/authority for procurement.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	B. PAM 3.2		
J8-A7.9	Ensure there is valid justification recorded on the contract file for sole source or no substitute contracts. Sole sourcing justified by: a. A pressing emergency exists; b. Solicitation of bids would not be in the public interest; c. There is only one source of supply; and d. Standardization with existing equipment. Ref: PAM 3.1.1.1.3.2	No issues. All sole source docs valid and complete.	
J8-A7.10	Is there a method to track the remaining balance/ceiling on a standing offer as well as the expiry date? Ref: PAM 3.3.1.9	Contracts Sect track balances on SOAs in register. Currently have 4 SOAs, 1 expiring in July. Well below ceilings on all.	
J8-A7.11	Are call ups (DND 942) used to create contracts against SOA/SA agreements as specified in the standing offer/agreement? Ref: PAM 3.3.1.7	Not in theatre. All transactions are either below $5K and follow process IAW PAM 3.3.1.7 or are sent to D Maj Proc as TF cannot perform callup against SOAs owned by D Maj Proc	
J8-A7.12	Are all contracts entered into DMPP website? Ref: PAM 4.3	Entered into CDMS	
J8-A7.13	What kind of tracking/verification system is used in order to ensure goods/services are rendered (inspected)? Are there mechanisms or a process in place for resolving supplier non-compliance/disputes? Are there any unresolved issues? How are they being addressed?	Annex A being used. All compliance issues are dealt with on the spot immediately. No outstanding unresolved issues. All goods and services are inspected by both the LPO/Contracts section and by the requestor/user of the good/service.	
J8-A7.14	Are there amendments to original contracts? Are the policies and authorities for amendments being followed? **Note: Contract value plus amendments cannot exceed delegated authority limits.**	Regular amendments completed with correct policies and authorities. All values are tracked by CDMS to ensure authority limits are not exceeded.	
J8-A7.15	Who has oversight of the Procurement Initiation Process? Are individuals exercising PIA delegated in writing to do so? Have PIA authorities maintained proper training requirements to exercise their duties?	D Maj Proc performs PIA., IAW PAM 1.4.3.2.2.1	
J8-A8	**TRAVEL AUTHORIZATION NUMBERS (TANs)**		
J8-A8.1	Ensure the RC Manager has appointed a DTC coordinator to request TANs, maintain the TAN register, and reconcile TAN usage with DRMIS reports for verification and audit purposes. Ref: FAM 1016-7-2 para 11	No issues. The JTF-I J8 has appointed the J8-2 as DTC coord. All reconciliation is properly completed.	
J8-A8.2	Confirm that the TAN register is secure at all times when not in use and is not posted on the unit's internet site. Ref: FAM 1016-7-2 paras 11, 26, 27	No issues. TAN register is maintained on a PROTECTED B memory stick and properly secured in combination filling cabinet.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A8.3	Review TAN register. Confirm that it indicates at a minimum; the booking date, the member's surname, destination, dates of travel, fare quote, and financial coding. It must also show that reconciliation is complete (i.e. DRMIS SA number). Ref: FAM 1016-7-2 paras 11, 25	No issues. Very good TAN register that includes all the required info and more. The reconciliation is completed on the BMO statement and DRMIS document numbers are added to the statement.	
J8-A8.4	Confirm that TANs were only used for official government purposes by verifying existence of TD claim. This includes obtaining copies of claims when TANs have been issued to other units. Ref: FAM 1016-7-2 para 2 **Note: TANS are not to be used for HLTA bookings.**	No issues.	
J8-A8.5	If business class was booked, who authorized the trip? Do business class trips extend beyond 8 hrs of travel?	No issues. Business class requires CJOC approval.	
J8-A8.6	Confirm that monthly DTA statements have been certified pursuant to FAA Sec 34 and that the member completing the certification is not certifying their own travel. Ref: FAM 1016-7-2 paras 11, 23	No issues. The JTF-I J8 "RC Manager" certifies FAA Sec 34 the DTA statements.	
J8-A8.7	Confirm that monthly DTA statements have been reconciled with the TAN Register and charges have been SA'd to the correct financial coding as per the member's claim. Ref: FAM 1016-7-2 paras 11, 25	No issues.	
J8-A8.8	Confirm that monthly DTA statements are retained by the office certifying under FAA Sec 34 and secured against loss and destruction for a minimum of six years? Ref: FAM 1016-7-2 paras 8-9	No issues.	
J8-A8.9	Verify that there is a system in place to ensure flight credits are used prior to expiration.	No issues. Credit adjustments are tracked on the BMO statement. Flight credits are applied as deemed necessary.	
J8-A9	**CLAIMS PROCESSING**		
J8-A9.1	Are claims and original supporting docs retained by the office certifying Sec 34 and secured against loss for a min of six years? Refs: A. FAM 1016-2 paras 10-11 B. FAM 1016-10 paras 9-11	No issues	
J8-A9.2	Conduct a post payment evaluation of 10% of Claims-X claims and MTECs (minimum 20) to evaluate for compliance to regulations. Try to select one of the CO's claims, an international claim, and a claim with a cost comparison worksheet. Refs: A FAM 1016-4 paras 37-39 B. FAM 1016-10 para 30 C. Delegation of Authorities A-FN-100-002/AG-006	No Claims-X claims. Looked at HLTA, DND 1654, CCAA, R&R, MTEC's and miscellaneous CF52 for M &W. Claims were looked at both in the main OR and the cashier. Various irregularities (high error rate) summarised in att doc	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A9.2.1	Confirm that the travel was authorized by the appropriate approving authority (superior officer of the member or a person of a higher rank or appointment) that holds a valid delegation of authority and the authority msgs/e-mails are attached to the claims. Confirm that Level Two authority was obtained for any international travel. Refs: A. CFTDTI CH 4.03 B. Delegation of Authorities A-FN-100-002/AG-006	Most travel reviewed was CFTPO or MTEC with a travel plan. No issues for approval for travel.	
A9.2.2	Confirm that FAA Sec 32 pre-authorization was obtained on the hard copy of claims prior to travel. Claims must be signed and dated. Refs: A. FAM 1016-2 B. FAM 1016-10 para 22 C. Delegation of Authorities A-FN-100-002/AG-006	M&W Claims did not have 32 in adv (often). High rate of the claims reviewed were paid and signed Sect 34 but not signed or dated by the mbr (approx 15 of 90 - some R&R, pers redepl). Claims were not stamped paid, NRI#s (CCPS procesed ref) were missing, dates and sign blocks were missing, supporting docs - meal rate, mileage rates, exch rates and substation for meals claimed or not claimed missing. Meals were missed on claims, over paid on R&R claims in some cases. Wrong exch rates used. Copies of receipts were subm with orig claims but no justification provided (seemed common practice). Claims for M&W were paid over authorized amount. CCAA claims did not have auth for the allowance or identifying the mbr as being in a posn to receive allowance.	100% claims verification of all claims completed after 1 April or the date that the current Sect 34's on ground arrived, which ever is later of the two. Any claims missing signs fm mbrs still in theatre should be flagged and signatures obtained. Recovery for MCpl Land and several supl claims required mbr's currently identified : Lt MacMillan, LCol MacKeen, Capt Ireson, Capt McInnis and Sgt Gauthier, etc (detailed notes left during debrief). All claims need to be stamped pd, processed via ACS vice CCPS to provide better detail in DRMIS for fin mgmt/tracking (theatre already planned this change but must implement) **J8/J1 to monitor plan, process and ensure action taken/completed. Advise qyt of claims reviewed as well as how many reqrd recovery or supplemental claim raised, by type (amts <$2 need not to be corrected as ACS cannot process amts less than $2). WO/ ChAFO agreed, incoming TAV already sched will allow for this to be done NLT end Sep.
J8-A9.2.3	Are CO's travel claims supported by Comd's approval. Refs: A. CFAO 20-5 B. CFTDTI CH 4.03	No Comd claims yet finalizied. COS/JTFSC Co reveiwed - corrections if nec will be addressed in audit.	
J8-A9.2.4	Confirm that the claimant signed and acknowledged travel terms prior to travel. Ref: FAM 1016-10 para 23	Paid claims were missing claimant's signatures	Signatures required for mbr's still in theater
J8-A9.2.5	Confirm that use of rental vehicles are cost effective and approved by the financial coding approving authority. Ref: CFTDTI CH 6.36	N/A	
J8-A9.2.6	Confirm PMV cost comparison documentation was completed IAW DCBA directive and attached to claims. Refs: A. CFTDTI CH 7.41 B. Cost Comparison Worksheet	Cost Comparison reviewed was not signed by mbr or approved, supporting documents were attached though	NTF is to be added to the file to substantiate the missing signatures.

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-A9.2.7	Confirm that any excess baggage claimed was required for duty travel and authorized on the tasking/course msg. Ref: CFTDTI CH 7.10	N/A	
J8-A9.2.8	Confirm claims were finalized IAW CFTDI directive. Are all sections of the claim mathematically correct? Was appropriate financial coding used? Are there any overpayments or underpayments? For MTECs, meal receipts are required for travel within the geographical area (within 16 kms of assigned workplace). Ref: FAM 1016-10 para 30	Several claims reviewed were missing meals or the wrong exchange rate was used making the calculations incorrect. No issues with Fin Code. There has been over and underpayment claims identified. MTEC's did not have receipts as they are not within 16km	See comment A9.2.2
J8-A9.2.9	Confirm that claims are supported by original documents (i.e. receipts/authority messages) and they are attached to the claim. Ref: FAM 1016-10 para 9	Original documents missing and copies and lost receipts declaration (locally produced) placed on the claims.	only accept original receipts and if the mbr's need the receipt back then stamp the receipt paid and put a NTF on the copy submitted of the claim.
J8-A9.2.10	Confirm that the correct fin coding's were used as per the applicable authority.	No issues	
J8-A9.2.11	Confirm that any issued advances were annotated and reduced.	No issues	
J8-A9.2.12	Confirm that the claimant certified that the items claimed were not claimed previously and it was signed prior to FAA Sec 34 approval.	Several claims paid and signed Sect 34 without mbrs signature	Mbrs still in theater need to sign their claims
J8-A9.2.13	Confirm that FAA Sec 34 authorization signature is on hard copies of claims. Refs: A. FAM 1016-3 para 5 B. Delegation of Authorities A-FN-100-002/AG-006	No major issues, signature blocks missing on Sect 34 of MTEC's for Hub.	
J8-A9.2.14	Confirm that claims and all supporting documents are imprinted with date/paid stamp at the time of payment. Ref: FAM 1016-3	Most claims not stamped paid. Claims at cashier are not properly annotated in Section 8 of the CF52.	Claims need to stamped paid
J8-A9.2.15	Miscellaneous Comments		
J8-A10	**WRITE-OFF OF PUBLIC PROPERTY**		
J8-A10.1	Examine staffing procedures for write-off of public property and ensure that they comply with current regulations. Ref: SAM 3.5	J8 reviews and enters into database (fwded to CJOC J8)	
J8-A10.2	Confirm that write-offs are within the CO's delegated authority. If someone other than the person specified in regulations has been approving write-offs, ensure that this authority has been delegated in writing. Refs: A. SAM 3.5 B. Delegation of Authorities A-FN-100-002/AG-006	Reviewed and cfmd.	
J8-A10.3	Examine CF 152 Write-Off Reports and source documentation to ensure they balance with the public accounts database. Refs: A. Write-Off Database B. SAM 3.5	Cfmd.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
SECTION B - CASHIER OPERATIONS/VERIFICATION OF PUBLIC FUNDS			
J8-B1			
J8-B1.1	Check the cashier's office physical security measures to ensure: a. windows easily accessible from the exterior are protected by heavy wire screens set in strong frames; b. all walls are extended to the true ceiling; c. the door is fitted with tamperproof hinge pins and deadbolt; d. adequate lighting is provided for off-duty hours; and e. only the cashier has access to the office and AO has the back-up key secured. Ref: CFAO 202-2 para 3	Satisfactory with limitations (ref previous CCI). Cashier's office inspected by MP 15 Apr 16 - office security was deemed to be satisfactory with limitations. Visual inspection also done by MPs during Cashier handover 26 May 16. Noted that spare keys for Cashier's office were misplaced by the previous Comd and ChAFO in process of replacing door locks.	Recommend safe combo as well as keys be held by J8 in secure file cabinet.
J8-B1.2	Verify if records of safe combinations are properly secured. Verify the safe combinations for holding public funds are changed IAW security regulations; a. on changeover of any personnel holding the combination; b. wherever a compromise may have occurred; or c. at least once every six months. Ref: CFAO 202-2 paras 18, 20, 21b	No issues. Alarm system, combination for the two safes and filling cabinets changed by MP during Cashier handover 26 May 16. DND 1066 (Record of combination change) are in the safes and filling cabinets providing proof of combination changes IAW security regulations.	
J8-B1.3	Confirm that the safe used to safeguard public funds does not contain any classified matter, narcotics, weapons, or valuable items. Ref: CFAO 202-2 para 16	No issues. The safe is used to safeguard public funds IAW regulations.	
J8-B1.4	Ensure that only persons properly authorized have access to, and are engaged in, handling money. (This includes standing advance holders.) Ref: CFAO 201-1 paras 2-3	No issues. Three standing advances have been issued with the necessary supporting documentation (FAM 74 Anx C).	
J8-B1.5	Confirm that the military police have been notified in writing of the location of each office where public funds are stored. Ref: CFAO 202-2 para 5	No issues. The only location on camp where public funds are kept is the cashier's office.	
J8-B1.6	Confirm that files containing paid vouchers (SA's) are secured against loss & destruction. Ref: FAM 76 Annex A para 20	No issues. The SA's are secured in a combination filling cabinet IAW safety regulations.	
J8-B1.7	Confirm that DND 508 – Financial Receipts are properly safeguarded. Confirm that any loss of DND 508s are reported IAW regulations. **Note: CFAO 36-24 replaced by DAOD 6001-2, Forms Management**	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-B1.8	Confirm that the cash vouchers, Receiver General for Canada cheques, bank account cheques, travellers' cheques, and other negotiable instruments which form part of the AO's accountability under the WCF or RGDF are treated as cash and safeguarded against loss or misappropriation. Ref: FAM 76 Annex A	No issues. Cash vouchers are properly secured and the cashier's office has no bank account cheques and traveller's cheques.	
J8-B2	**PUBLIC FUNDS VERIFICATION**		
J8-B2.1	Confirm that the cashier and RGDF clerk have been designated in writing of the specific duties to be performed on behalf of the Accounting Officer and ensure that they have acknowledged these duties. Refs: A. FAM 75 paras 6, 7, 12 B. CFAO 201-1 para 3	No issues. The letter of duties and responsibilities is signed by the Head Cashier and ChAFO 26 May 16.	
J8-B2.2	Conduct a verification of public funds by performing an independent WCF and RGDF examination. Ref: FAM 76	No issues. See comment J8-B2.5	
J8-B2.3	Confirm the frequency of uploads to DRMIS and transfers of DFT information to DMPAP.	No issues. Uploads are completed daily.	
J8-B2.4	Verify the daily ACS balance summaries have been completed using CF 374 Unit Working Capital Daily Balancing Ref: FAM 75 para 12e	No issues. Completed daily.	
J8-B2.5	Verify the daily reconciliation of the WCF between ACS and DRMIS has been performed. Ref: ACS Procedural Guide 1.2.1	The WCF and ACS are reconciled daily by the ChAFO.	
J8-B2.6	Verify that an examination of cash and local bank reconciliation is conducted on a surprise basis at least once a Ref: FAM 76 para 16	No issues. This is completed monthly as per local cash examination SOP. There is no copy of the bank agreement on file despite many attempts by the ChAFO to obtain a copy.	J8 to investigate.
J8-B2.7	Verify that an independent cash examination of receipts to deposits is carried out monthly. Ref: FAM 76 paras 13-18, Annex A paras 29-34	No issues.	
J8-B2.8	Determine if cheque signing authorities, to a maximum of six, have been authorized for signing LBA cheques. Confirm that a specimen signature letter containing all signing authorities is on file. Ref: FAM 79 paras 26, 27,32, Annex C	N/A. No LBA cheques.	
J8-B2.9	Verify that all revenue accepted by the RGDF Clk is actioned immediately in DRMIS and deposited weekly or when it exceeds the storage device limit. Refs: A. FAM 1018-2 paras 22-23 B. CFAO 202-2 para 14	No issues.	
J8-B2.10	Ensure all locally generated recoverable invoices (FAs) are reconciled with receipts/deposits.	No issues.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
	Ref: FAM 1018-2 para 5		
J8-B2.11	Verify that a detailed examination of Working Capital Fund records and Receiver General Revenue records is conducted on a surprise basis at least semi-annually. Ref: FAM 76 paras21-28, Annex D, Annex E	No issues.	J8 should personally do one during ea tour (approx even space from ChAFO handover, CCI and J8 redepl, resulting in twice during ea roto).
J8-B2.12	Confirm that DND 508 Financial Receipts are only issued by Supply to the Accounting Officer or another person who has been delegated in writing. **Note: CFAO 36-24 replaced by DAOD 6001-2, Forms Management**	No issues.	
J8-B2.13	Confirm that the Accounting Officer maintains a register of receipts and issues of DND 508 Financial Receipts, ensuring subsequent books are not issued until outstanding books are completely used and returned.	No issues.	
J8-B3	**STANDING ADVANCES**		
J8-B3.1	Verify DND 432 Request for Accountable Advance of Public Funds and 'R series' accuracy and completion and stamped paid. Ref: FAM 74 para 70	No issues. 6 O/S advs, 3 standing advs (Sas). No R Series issues or accepted in theatre. No TSO's for new SA's in place, no pymts made against the SA's yet.	Tracking on SA's and review/replen TSO to be implemented (J8 to ensure ChaFO completes prior to end tour - J8 to review/approve).
J8-B3.2	Verify that pay notes or personnel files have been annotated for advance holders who have been issued funds. Refs: A. FAM 74 para 70 B. FAM 76 Annex A para 19	There were no pay notes for the three standing advance holders	Ensure pay notes are added for each standing advance holder.
J8-B3.3	Ensure that petty cash advances for personnel responsible for payment of MTEC or local procurement of goods and services do not exceed $3,000. This amount may be increased to $5,000 with prior authorization from Comd. Ref: FAM 1016-9 para 43	N/A. No petty cash issued.	
J8-B3.4	Verify that there is an authority and a continuing requirement for each standing advance. Ensure the amount is not excessive to requirements. Ref: FAM 76 Annex B Appendix 4 para 9	No issues. The three standing advance holders were issued the advances within the past month.	
J8-B3.5	Verify if each holder has been issued written instructions on handling and safekeeping of a standing advance and Chap 74 Annex C is completed and attached to the duplicate of DND 432 Request for Accountable Advance of Public Funds. Ref: FAM 74 para 70 d, Annex C	Given the three standing advance holders are in remote locations (2 Erbil and 1 Bagdad) the FAM Ch 74 Anx C was mailed to them for acknowledgement and signature. Signed copy is not yet on file.	Ensure a follow-up is completed IOT obtained the signed copy of FAM Ch 74 Anx C.
J8-B3.6	Verify that periodic unannounced verifications of standing advances are being performed. Ref: FAM 74 para 77	No issues. Letter signed by ChAFO 3 June 16 appointing Sgt and above to completed unannounced verification.	

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SER	PROCESS	OBSERVATION	ACTION REQUIRED
J8-B3.7	Verify that the AO has conducted the annual reassessment for Standing Advance requirement. Ref: FAM 1016-9 para 25	N/A. The three standing advance holders were issued the advances within the past month.	
J8-B3.8	For selected Standing Advances, conduct a cash examination and security check. Refs: A. FAM 76 Annex B Appendix 4 para 8 B. CFAO 202-2 para 14	Unable to complete cash examination and security check at this time given the three standing advance holders are in remote locations.	Conduct cash examination and security assessment once the standing holder is at location and ensure examination is completed by incoming Log support staff.
J8-B3.9	Confirm that individual petty cash expenditures are limited to a maximum of $1,000 for orders where the supplier does not accept a Payment Card. **Note: Does not apply to Kabul as AC not maintained/utilized.** Ref: FAM 1016-9 paras 42-43	N/A. No petty cash issued.	
J8-B3.10	Review procedures to recover Overdue Temporary Advances. Ref: FAM 1016-9 paras 20-21	No issues.	
SECTION D – NON-PUBLIC FUNDS			
J8-D1	Does the unit have a unit fund constitution signed by the current CO? Ref:	Constitution review/update in progress.	J8 to fwd final dft to CJOC for (quick) review prior to sign by Comd.
J8-D2	Does the unit have current Delegation of Authorities for Financial Administration of Non-Public Property (NPP)? Ref: CDS Delegation of Authorities for Financial Administration of NPP	In Progress, will be completed by end July (no issues).	
J8-D3	Are NPF and PF Funds stored in separate or the same location (i.e. safe)? Ref: A-FN-105-001/AG-001 CH 7	No actual funds held in theatre currently (deposited via cashier to PSP acct/Ott).	Profits currently fund patches for all - R&R funds guidance directed to PSP for more.

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Op IMPACT - ROM Cost Estimate - FY 2017-18 SECRET
As of 30 Jan 2017

15(1)

Capability	Pers Count	ROM Cost ($M)	Contingency ($M)	Total ROM ($M)
Common to All[2] (COA 1 & 2)		56.0	16.8	$ **72.8**
SOTF (COA 1)		15.3	3.8	$ **19.1**
SOTF (COA2)		10.4	2.7	$ **13.1**
ATF (COA 1)		16.0	3.5	$ **19.5**
JTF-I (COA 1 & 2)		15.7	3.5	$ **19.2**
Embedded Staff (COA 1 & 2)		2.6	0.6	$ **3.2**
Embedded Staff (COA 1)		4.3	1.0	$ **5.3**
Role 2B (Withdraw in Nov 2017) (COA 1)		4.3	1.1	$ **5.4**
Role 2B (One-year employment) (COA 1)		6.2	1.7	$ **7.9**
MLT (COA 1 & 2)		2.6	0.6	$ **3.2**
CTAT[3] (COA 1 & 2)		23.5	1.9	$ **25.4**
TAT[4] (COA 1)		15.6	4.2	$ **19.8**
BPC (Lead) (COA 1)		25.5	6.6	$ **32.1**
Withdraw all CAF Elements[5] (COA 3)	Various	41.8	9.6	$ **51.4**

Notes:

1. This is a ROM Costing for FY 2017-18. It has NOT been reviewed by the ADM(FIN)/CFO nor by any of the L1 organizations and as such is intended for PLANNING PURPOSES ONLY.
2. Common to All includes four (4) channels of communications ($10M USD/each/year) and SAV/TAV (for a one-week TD. Is this number for just one or for several one-week long SAV/TAV's?
3. CTAT includes $15M of Donations (No Contingency applied).
4. Theater Activation Team (TAT): There might be a requirement to set-up a new camp to house up to 200 pers if the BPC (Lead) option is selected. Only Reg Force personnel have been included.
5. Withdraw all CAF Elements cost is based on the assumptions that all capabilities will withdraw from the theater of operations between April 2017 and March 2018.
6. Aircraft flying hours, when applicable, are deemed to be INSIDE YFR.
7. A Reservist participation of 10% has been included in the Pers Count column, except in the cases of SOTF and the TAT which are comprised of only Reg Force personnel.
8. Standard Contingency of 20% on personnel and 30% on non-personnel has been applied.

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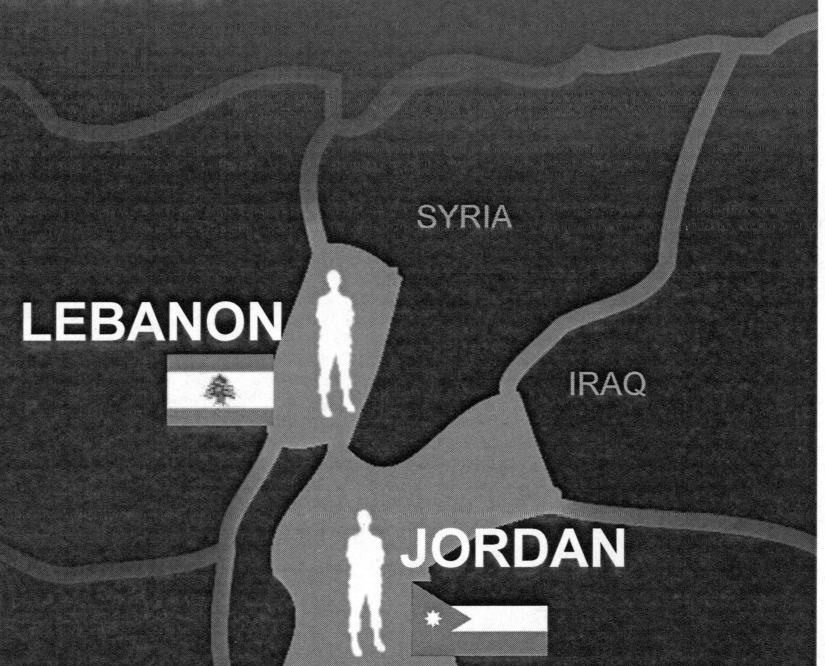
BUILDING PARTNER CAPACITY

The Canadian Armed Forces is working with Jordan and Lebanon's militaries to build their capacity in security and defence:

- 2 teams to identify and create capacity building programs
- Surge teams to provide training and assistance as needed

CAPACITY BUILDING MAY FOCUS ON:

- Individual soldier skills
- Infrastructure
- Individual soldier equipment



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National Defence / Défense nationale

CANADIAN ARMED FORCES
FORCES ARMÉES CANADIENNES

Operation IMPACT
CANADIAN ARMED FORCES

Brigadier-General Dawe
Deputy Commander Canadian Special Operations Forces Command

Opération IMPACT
FORCES ARMÉES CANADIENNES

Brigadier-général Dawe, Commandant adjoint du Commandement - Forces d'opérations spéciales du Canada

Canada

16/02/2017

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Défense nationale National Defence

FORCES ARMÉES CANADIENNES

CANADIAN ARMED FORCES

Opération IMPACT
FORCES ARMÉES CANADIENNES

Lieutenant-général Stephen Bowes
Commandant du Commandement des opérations interarmées du Canada

Operation IMPACT
CANADIAN ARMED FORCES

Lieutenant-General Stephen Bowes
Commander Canadian Joint Operations Command

Canada

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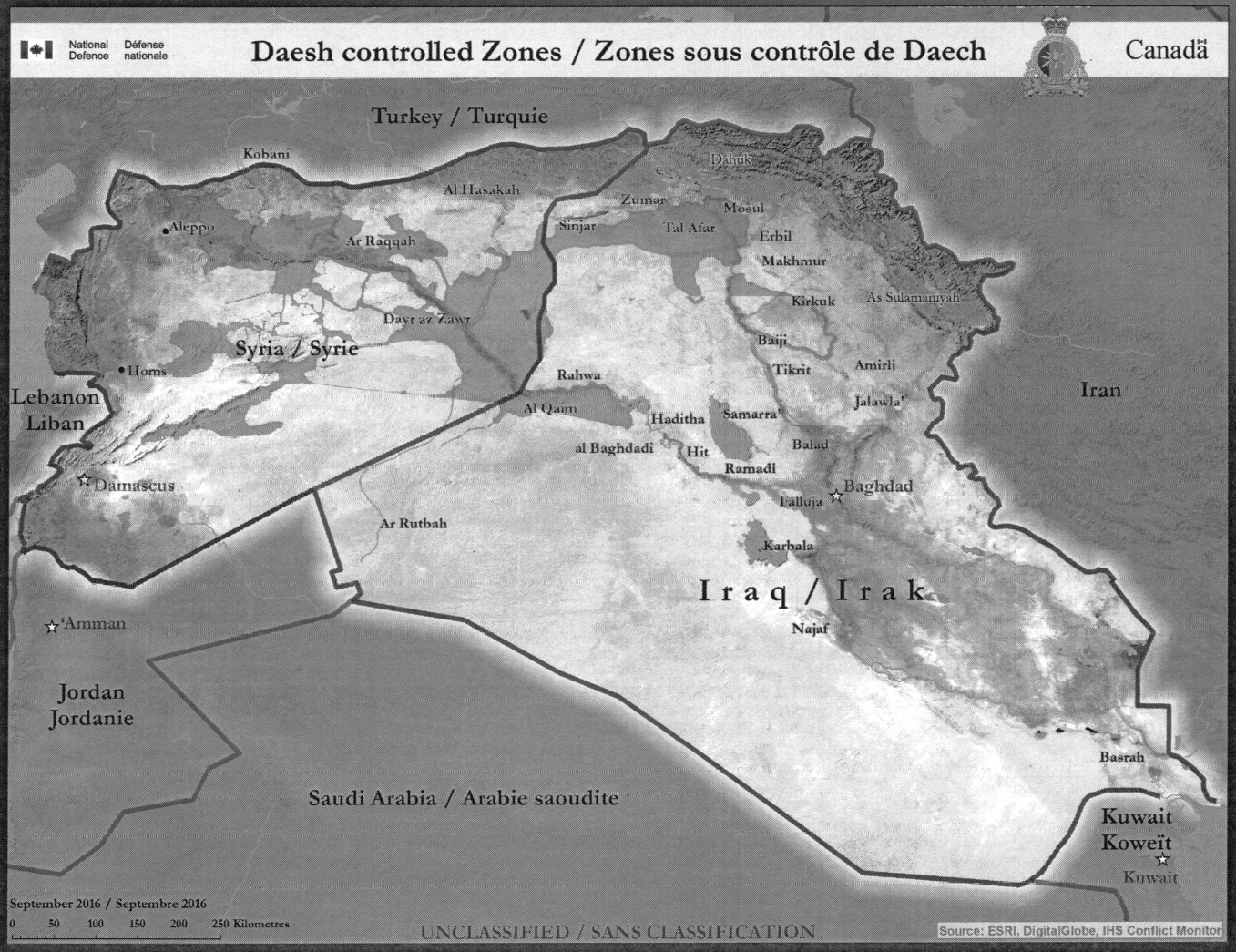
National Defence / Défense nationale

CANADIAN ARMED FORCES
FORCES ARMÉES CANADIENNES



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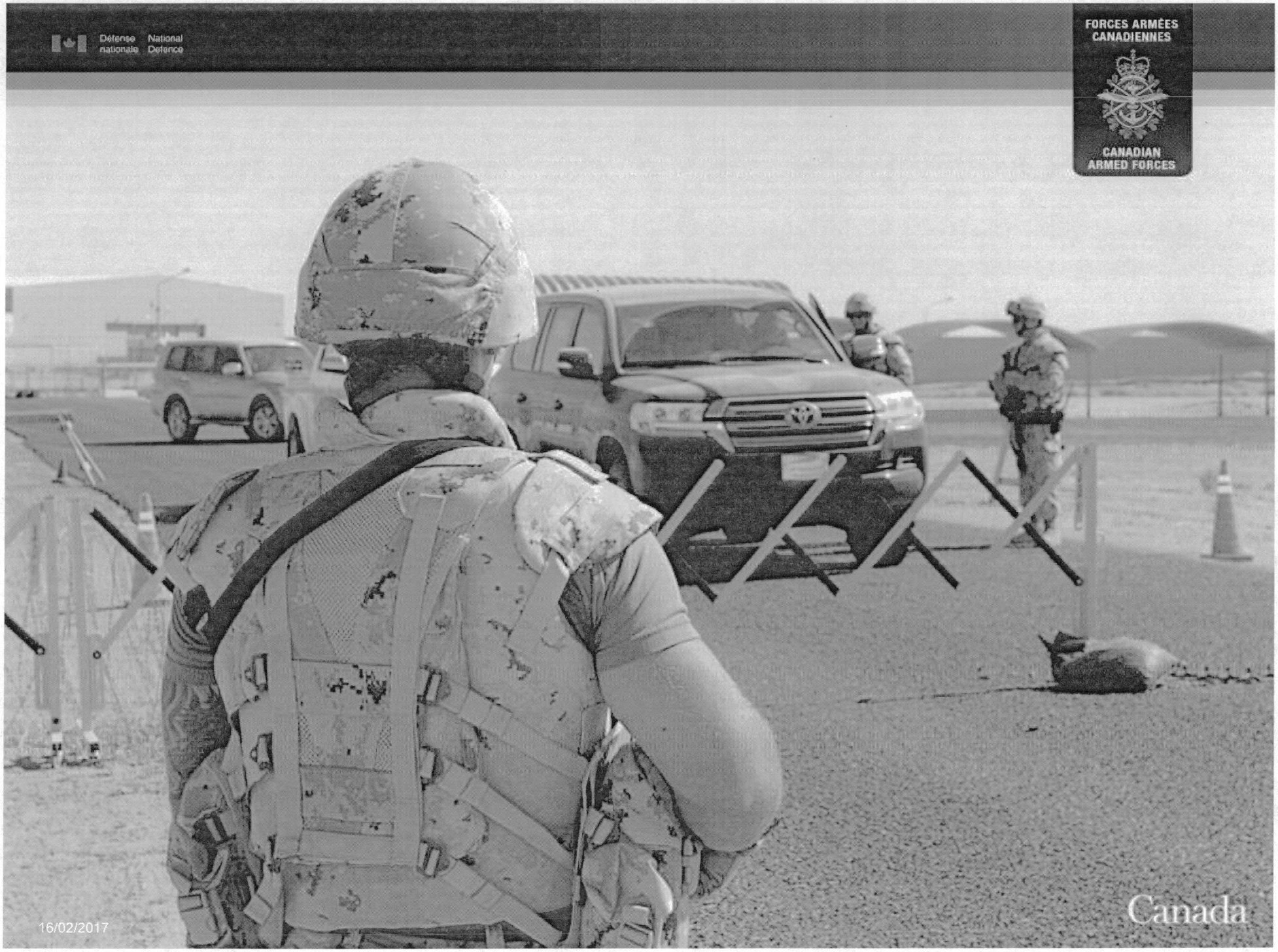

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Défense nationale National Defence

FORCES ARMÉES CANADIENNES
CANADIAN ARMED FORCES

DÉTACHEMENT D'AVIATION TACTIQUE

Les Forces armées canadiennes déploient **jusqu'à quatre** hélicoptères CH-146 Griffon pour améliorer le transport tactique.

Ces appareils proviennent du 430e Escadron tactique d'hélicoptères et remplaceront les trois hélicoptères déployés en mai 2016.

CAPACITÉS DU CH-146 GRIFFON :

- Déplacement de personnes
- Déplacement de matériel et de marchandises
- Évacuation de blessés au besoin

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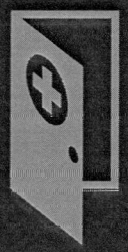
Défense nationale National Defence

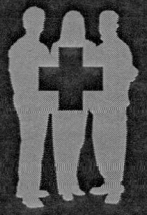
FORCES ARMÉES CANADIENNES
CANADIAN ARMED FORCES

INSTALLATION MÉDICALE DE RÔLE 2

Les Forces armées canadiennes dirigeront une installation médicale de rôle 2 de la coalition dans le Nord de l'Irak :



2 salles d'opération et équipes chirurgicales intégrées



Environ **50** médecins, infirmiers, techniciens médicaux et responsables du soutien des FAC

SERVICES POUVANT ÊTRE OFFERTS PAR UNE INSTALLATION MÉDICALE DE RÔLE 2 :

- Triage
- Réanimation
- Traitement et hébergement à court terme des patients
- Traitements dentaires d'urgence
- Chirurgie d'urgence

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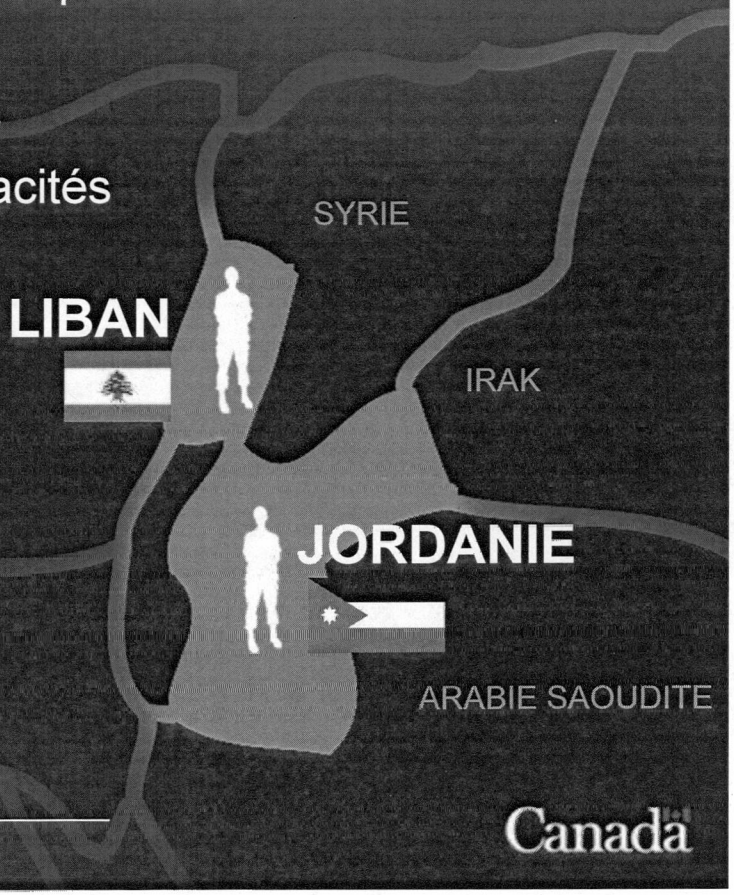
Défense nationale National Defence

FORCES ARMÉES CANADIENNES
CANADIAN ARMED FORCES

DÉVELOPPEMENT DES CAPACITÉS DE NOS PARTENAIRES

Les Forces armées canadiennes travaillent avec les forces militaires de la Jordanie et du Liban pour développer leurs capacités en matière de sécurité et de défense :

- Deux équipes chargées de cerner et de créer des programmes de développement des capacités
- Équipes d'appoint chargées de fournir de l'instruction et de l'aide au besoin



LE DÉVELOPPEMENT DES CAPACITÉS PEUT INCLURE :

- Compétences individuelles des militaires
- Infrastructure
- Équipement individuel

16/02/2017

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Défense nationale National Defence

FORCES ARMÉES CANADIENNES

CANADIAN ARMED FORCES

Opération IMPACT
FORCES ARMÉES CANADIENNES

Brigadier-général Dawe, Commandant adjoint du Commandement - Forces d'opérations spéciales du Canada

Operation IMPACT
CANADIAN ARMED FORCES

Brigadier-General Dawe
Deputy Commander Canadian Special Operations Forces Command

Canada

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CANADIAN ARMED FORCES
FORCES ARMÉES CANADIENNES

Operation IMPACT
CANADIAN ARMED FORCES

Lieutenant-General Stephen Bowes

Commander Canadian Joint Operations Command

Opération IMPACT
FORCES ARMÉES CANADIENNES

Lieutenant-général Stephen Bowes

Commandant du Commandement des opérations interarmées du Canada

Canada

16/02/2017

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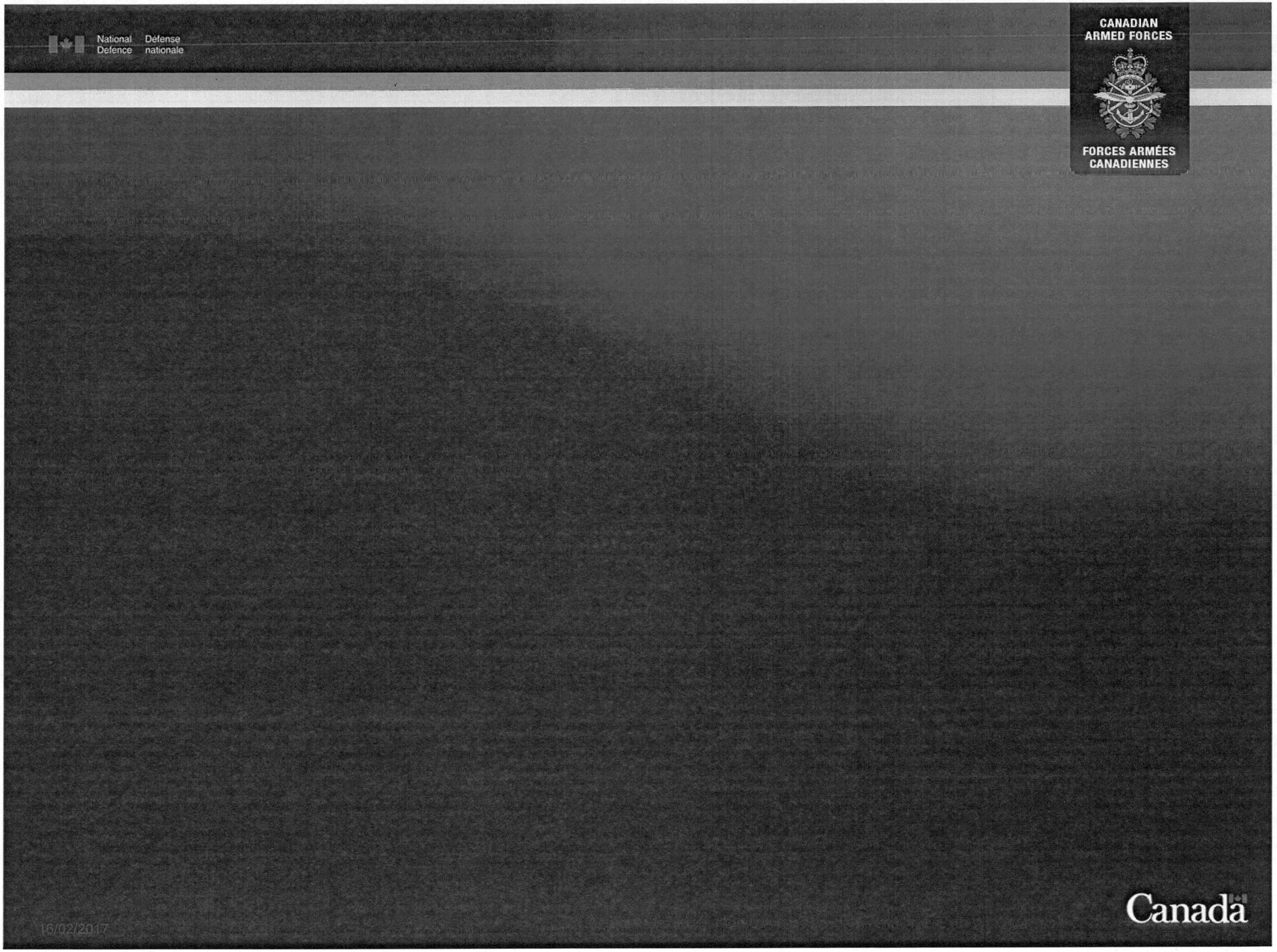

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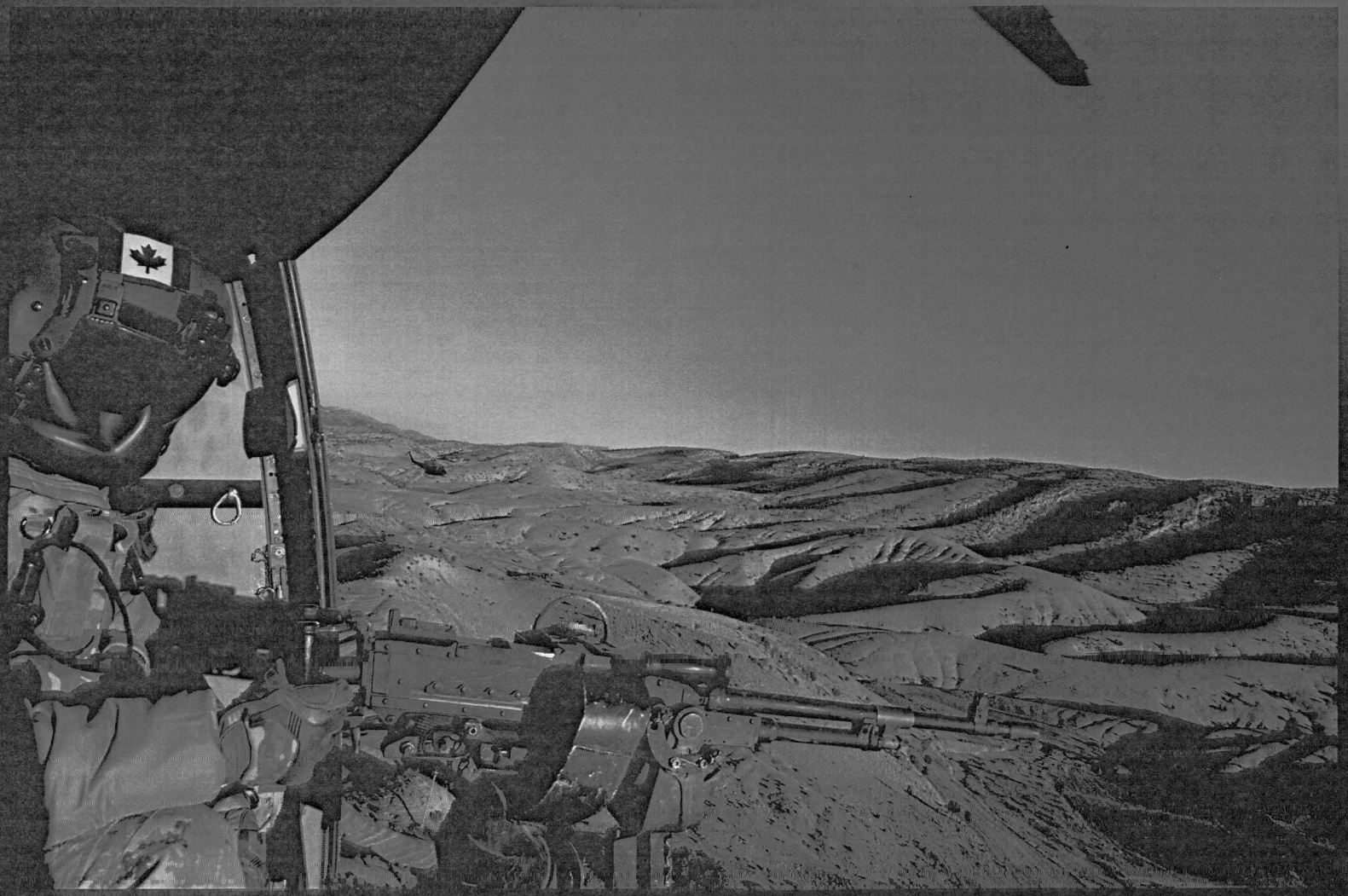

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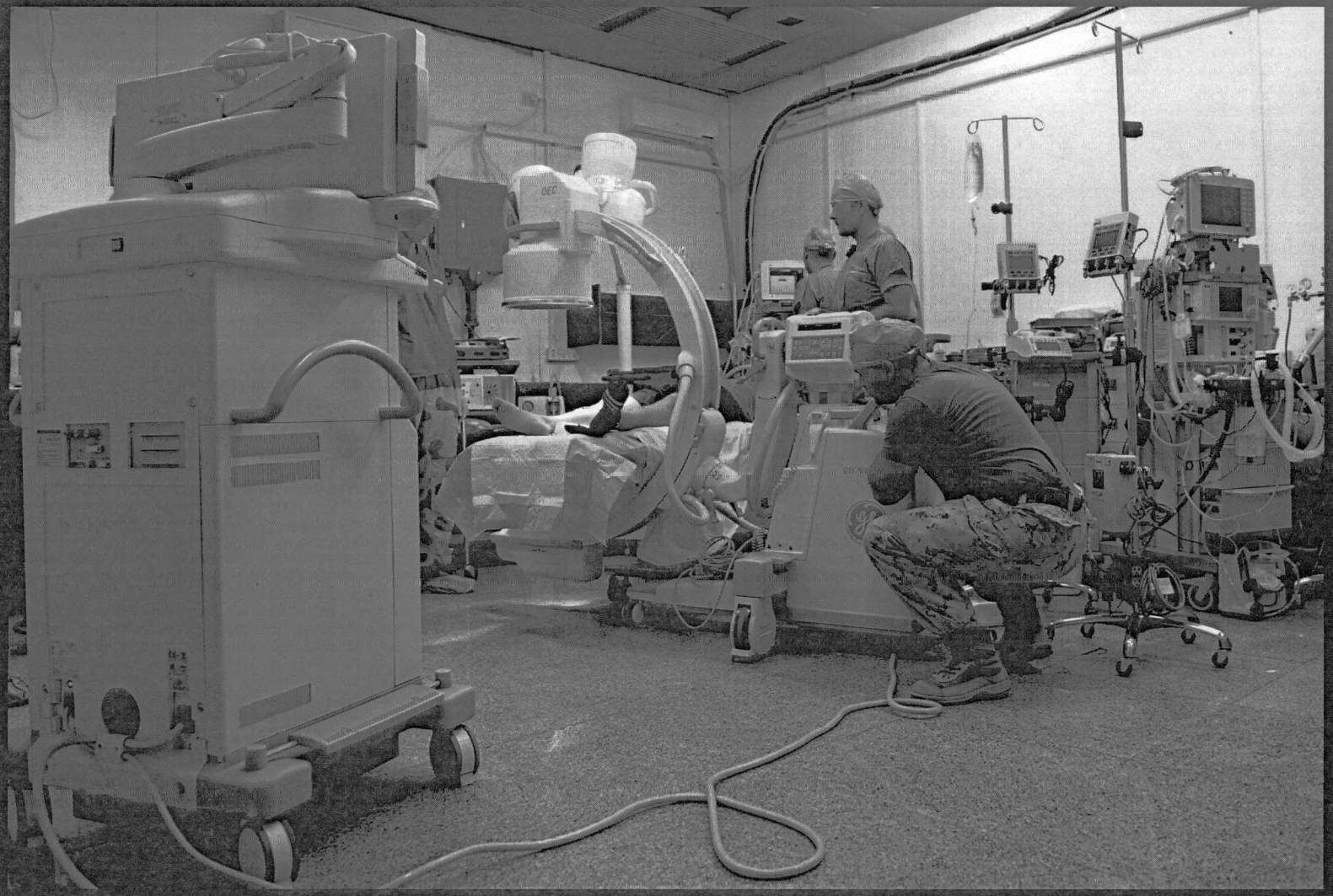

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FORCES ARMÉES CANADIENNES

Operation IMPACT
CANADIAN ARMED FORCES

Major-General Mike Rouleau

Commander Canadian Special Operations Forces Command

Opération IMPACT
FORCES ARMÉES CANADIENNES

Major-général Mike Rouleau

Commandant du Commandement - Forces d'opérations spéciales du Canada

Canada

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Operation IMPACT
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Opération IMPACT
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Instructions:
- Under Column F (NAME2 or SN/PRI#) - please read the comment for rules regarding what is accepted in this field

Note: If more than one training course applies to an individual, add another row for every course

Personal Information						Org Info			Training Information			
NACHN	VORNA	NAME2	GESC2	GESC1	GESC3	KOSTL	ANSVH	ORGEH	Course Code	Name	completed date	
Last Name	First Name	SN/PRI #	Female	Male	Unknown	Cost Center	Other Employee Type (work Contract)	UIC that they belong to	Course Code	Name	completed date	
				X		2288AV	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	13/08/2015	
				X		2282AA	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	05/02/2016	
			X			2288CW	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	21/04/2016	
				X		2288AC	NPP	6456	C451-1	CSPS - C451-1 ADT Revalidation for Managers	14/05/2012	
									302361	Expenditure Management: Sections 32, 33, 34 of the FAA	31/01/2012	
				X		0002CB	NPP	0002	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	03/04/2014	
									C215E	Green Procurement - CSPS online	30/06/2011	
			X			2288CX	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	30/09/2015	
				X		2288AC	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	15/09/2015	
				X		2288AV	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	07/08/2012	recertifying as we speak
				X		2288SO	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	29/06/2014	
				X		2288BH	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	09/12/2014	
			X			2288CS	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	09/06/2016	
				X		2288CW	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	25/03/2015	
									C215E	Green Procurement - CSPS online	07/07/2015	
			X			0002CB	NPP	0002	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	05/06/2013	need to recertify
									C215E	Green Procurement - CSPS online	19/05/2011	
				X		0002CB	NPP	0002	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	22/09/2015	
									C215E	Green Procurement - CSPS online	15/12/2015	
			X			0002CB	NPP	0002	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	07/04/2015	
									C215F	Achats écologiques	29/11/2011	
				X		2288BB	NPP	6456	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	08/06/2015	
			X			0150D3	NPP	9518	302361	Expenditure Management: Sections 32, 33, 34 of the FAA	03/01/2016	
							NPP		C215E	Green Procurement - CSPS online	21/01/2013	
							NPP		301000	Contracting Direct with Trade	23/01/2013	
							NPP					
							NPP					
							NPP					
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BRIEFING NOTE FOR COMD CJOC

REQUEST FOR SHOW TOUR – OP IMPACT

Reference: CDIO 1.4-11 Annex I – CF Show Tours

ISSUE

1. Op IMPACT ROTO 3 is requesting approval to host a Show Tour held between the periods of 24 September – 2 October 2016.

DISCUSSION

2. PSP has been made aware of this request and has verified the show tour can be funded by the Canadian Forces Morale and Welfare Services.

3. Op IMPACT ROTO 2 conducted a Show Tour at the end of March 2016 and it was a success with positive feedback for CFMWS.

4. PSP will investigate the possibility of utilizing a service flight to bring the Show Tour into Op IMPACT. If no service flight is available, CAL will be utilized for the Show Tour funded by PSP.

RECOMMENDATION

5. This type of event has a positive impact on the morale for our deployed members; it is recommended that Comd CJOC approve the CAF Show Tour for Op IMPACT ROTO 3.

FLAGS

Flag A: Show Tour Request – Op IMPACT ROTO 3, 10 August 2016

Prepared by:	LCdr A.Castelli, J1 Ops ME, 945-2200
Reviewed by:	Cdr C. Persson, J1 Ops, 945-2971
Resp Branch Head:	Capt (N) W.J. Quinn, J1, 945-2305
Prepared for:	LGen S.J. Bowes, Comd CJOC, 945-2340
Date prepared:	16 August 2016
RDIMS#:	#411099

Approved

LGen S. J. Bowes
Comd CJOC

30 Aug 16
Date

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PROTECTED A

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s.17
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Commander Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

3350-01 (J1 – RDIMS #413278)

29 September 2016

Distribution List

DESIGNATION OF COMMANDING OFFICER –
OPERATION IMPACT JOINT TASK FORCE

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
B. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

1. I hereby designate to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel attached to the Role 2B Hospital within JTF-I for Op IMPACT.

2. Appropriate terms of reference must be developed and issued to has met the training standard in accordance with reference B, and must continue to meet the requirements during his designation as Commanding Officer. This designation is effective upon transfer of command authority and will be in effect until redeployment or until rescinded at my direction.

S.J. Rowes
Lieutenant-General

Distribution List

Action

Comd JTF-I

Information

CJOC//COS Ops/COS Sp/J1/J3/J8/LEGAD
Comd ATF-I

National Défense
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s.15(1)

MINUTE SHEET - NOTE DE SERVICE

DESIGNATION - DÉSIGNATION	SECURITY CLASSIFICATION - COTE DE SÉCURITÉ
UNCLASSIFIED	
FILE NO - No DE DOSSIER	DATED - DATÉE
3350-Op IMPACT	22 Dec 16

SUBJECT - SUJET

Third Location Decompression (TLD) – Op IMPACT Roto 3 Tac Avc Det (RDIMS# 420326) (CCM #1125757)

REFERRED TO
TRANSMIS A

(1)
J3 (thru J1 Ops)

REMARKS - REMARQUES

Sir,

Ref: Tac Avn Det RiP R3. J3 ME 4 e-mail dated 21 1627L Dec 16

1. A/Comd approved subj application 21 Dec 16.

2. In order to proceed with task, request your authorization to secure $70,000 CDN in OFA funding to plan and host TLD in Spain IAW ref timelines. J8 has provided Fin Coding that is contained within the attached Spending Authority Form (Flag A).

3. One J4 Contracts member will travel to Spain from 26 to 31 Dec 2016 to establish a contract to secure TLD facilities and services. A formal TD request will be submitted through established means; however given short-notice your support is requested. TD approval will be coordinated through COS Sp.

4. For your approval.

C. Riffou
Maj
J1 Exped Ops 1
945-2200

Flag Synopsis:

Flag A – Spending Authorization Form

(2) J3
The enclosed SAF for Tac Avn Det TLD has been reviewed and your DOA to sign has been confirmed with J8-staff. WSark
W. STARK, MAJ
J3 ME 2
945-2362

(3) J3
Fin coding 6TG
Capt Kosklyova
404.

s.15(1)

Spending Authorization Form (SAF)

Spending Authorization Form (SAF) in accordance with FAM Chapter 1014-4-1 Para 33-36 and Delegation of Authorities for Financial Administration for the Department of National Defence (DND) and the Canadian Forces (CF) (A-FN-100-002/AG-006)

Originator RC Manager Name: **Col Robert T. Ritchie** Position and Title: **CJOC J3**

Phone: **613-945-2324** Group/Division: **J3**

1. As RC Manager for the identified financial coding in paragraph 4, I certify that funding is available in accordance with Section 32 of the Financial Administration Act (FAA) and I authorize **LCol Steve A. Dewar, CJOC J4** to sign Section 32 of the FAA on procurement documents in the amount specified in paragraph 5 for the purpose of acquiring the following goods and/or Services:

   Third Location Decompression (TLD) for Op IMPACT Roto 3 Tactical Aviation Detachment members in Spain in January 2017

2. I also authorize the Receiving RC Manager to exercise Section 34 of the FAA for the requirement identified in paragraph 1 above.

3. The receiving RC Manager may designate employees under his/her chain of command to exercise these authorities.

4. Financial Coding

Fund:	C190 and
Fund Center:	0150D3 and
Cost Center or WBS:	0150C3 and
G/L:	2218 and
IO (if required):	3701970
Fund Reservation:	10150C3714

5. Fiscal Year(s) and Value

   FY: 2016/2017 Value: $70,000

R Ritchie — 22 Dec 16

Originator RC Manager Signature — Date

Note: Every year, the Originator RC Manager must provide the Receiving RC Manager written notification that the agreement is still effective. Written notifications must be kept on file as Payment Officers could request a copy.

6. Receiving RC Manager Name: for **LCol Steve A. Dewar**

   Position and Title: **CJOC J4**

I am accountable for exercising authority in accordance with this Spending Authorization request and accept responsibility and accountability for the ensuing transactions.

S MacAlister — COL S.M. MACALISTER A/J4 — 22 Dec 16

Receiving RC Manager Signature — Date

Note: Once signed, return a copy to the Originator RC Manager

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SECRET
(UNCLASSIFIED Without Enclosures)

Control No:	CJOC2016-1125757	**Organization:**	CJOC
Releasable To:			
Doc Type:	BRIEFING NOTE	**Doc Date:**	19/12/2016
Input Date:	19/12/2016	**Final Due:**	
RDIMS No:	420326		
File Classification:	6775-03350-OP IMPACT VOL 044		
Subject:	OP IMPACT ROTO 3 BN - TLD FOR TAC AVN DET		

CONTACTS

ROUTINGS

Assigned Date	Assigned To	Task/Detail	Complete By	Completed On	Intl:
19/12/2016	CJOC OPS O	REVIEW		19/12	
19/12	A/SO	need to move quickly			
19/12	COS SP	Sir, for your review and comd's approval		19/12	
20 Dec 16	COS Ops	encl min			
21 Dec 16	Secretariat	Secretariat For dist	EA COS OPS		
22 Dec 16	CR.	For dist. 21 EXP	22 Dec		
22 Dec 16	JI	Action	CR		
22 Dec 16	CR	RELEASE DA			

CJOC OP STARTUP
DEFENCE RECORDS REGISTRY
DEC 22 2016
09:00
REGISTRY #

CJOC COS SP
-12- 19 2016
RECEIVED

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CCM #: 1125757

RDIMS #: 420326

CSNI File Path / Chemin d'accès IRSC : N:\CJOC HQ\PLANS, OPERATIONS, EXERCISES AND READINESS\3350 - Op IMPACT\J1\TLD\Tac Avn Det Roto 3

CJOC TRANSMITTAL SHEET
FEUILLE DE TRANSMISSION COIC

SUBJECT / OBJET: Op IMPACT TAC AVN TLD Request

BRIEF DESCRIPTION / BREF DESCRIPTION: TLD Request – Op IMPACT Roto 3 TAC AVN Det
SUSPENSE DATE / D'ÉCHÉANCE: 22 Dec 16

ORIGINATOR / DEMANDEUR:

Date	Name/Nom	Rank/Rang	Position/Poste	Local/Locale
16/12/2016	Riffou	Maj	J1 Exped Ops 1	2200

TO/À	REMARKS/REMARQUES	FROM/DE
J1 Ops	For Review	19 Dec 16 Riffou, Maj J1 Exped Ops 1 Date Name, Rank, Position
J3 ME	10 Jan for 1st Block is going to be difficult. For Review	19/12/16 CO; CT Rasmussen J10PS Date Name, Rank, Position
J1	Sir, For Review and cond's approval	19/12/16 Col S.A. McKay A/J1 Date Name, Rank, Position
COS Sp	For Review	19/12/16 Lcol Lt Massie Date Name, Rank, Position
COMD	For Approval and Signature	Date Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

Event Request: Required / Not Applicable
Demand Évènement: Requis / Sans Objet

ADVISOR(S) CONSULTED / CONSEILLER(S) CONSULTÉ(S)

ADVISOR(S) / CONSEILLER(S)

CJOC/JHSS	For Review	Date Name, Rank, Position
	• 1st Jan block will be difficult to support for RAMR as request has not yet gone in. • Requirement for RAMR supported • Recommend 1st block be pushed right by 3-4 days if possible.	19 Dec 16 LCol Name, Rank, Position
		Date Name, Rank, Position
		Date Name, Rank, Position

L1 EXTERNAL CONSULTATION / CONSULTATION EXTERNE

		Date Name, Rank, Position
		Date Name, Rank, Position

After final signature, file returns to Secretariat to be logged out and processing to CR for distribution
Après la signature finale, le fichier est retourné au secrétariat pour être procédé et envoyé au DCD pour distribution.

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Joint Task Force - IRAQ
PO Box 5006 Stn Forces
Belleville ON K8N 5W6

3500-Op IMPACT (COS)

03 Jul 2016

WEEKLY SUMMARY REPORT
FROM 26 JUN 16 TO 3 JUL 16

Intelligence

1. (CAN SECRET//REL Overall ASIC IRAQ Assessment.

2. (CAN SECRET//REL Overall ASIC SYRIA Assessment.

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Reporting

3. (CAN SECRET//REL KUWAIT:

COMMENT:

COMMENT ENDS.

4. (CAN SECRET//REL SOUTHERN IRAQ:

a. 13-1

ASIC COMMENT: ISIL will continue to facilitate and likely IVO will likely seek opportunities to in liberating FALLUJAH and the deployment of will allow it to demonstrate their support of the city's liberation. **COMMENT ENDS.**

b.

c.

n central BAGHDAD and it is also assessed that ISIL conduct a in BAGHDAD. Recent reporting indicates that ISIL may be having into BAGHDAD area because its **COMMENT ENDS.**

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5. (CAN SECRET//REL NORTHERN IRAQ:

a.

b.

c.

ASIC COMMENT: Multiple corroborating reports indicate ISIL's intent to during ISIL is unlikely to be cap however, a scenario including coupled with is more likely to occur. **COMMENT ENDS.**

6. (CAN SECRET//REL EASTERN SYRIA:

a.

ASIC COMMENT: ISIL's intent to o DAYR AZ-ZAWR city demonstrates i It is likely that will conduct in this area; with ISIL likely to consolidate IOT maintain for a potential **COMMENT ENDS.**

7. (CAN SECRET//REL WESTERN SYRIA:

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s.15(1)

a.

ASIC COMMENT: The report is single-source and corroborative reporting is unavailable. According to open-source reporting, ISIL has a history of kidnapping civilians in areas they control in SYRIA and IRAQ, targeting Christians and Kurds. If the kidnappings took place, ISIL will likely use the hostages taken in ALEPPO as human shields, conduct public executions as a means of retaliation, force captives to build defensive fortifications, and may send the children to training camps for indoctrination. **COMMENT ENDS.**

b.

c. (CAN SECRET//REL

ISIL allegedly

ASIC COMMENT: ISIL against IOT and maintain a serviceable

COMMENT ENDS.

8. (CAN SECRET//REL REGIONAL EVENTS.

ATF-I COMMENT: While there is no confirmation that Iran will use their newly acquired S-300 SAM systems to provide coverage of the Persian Gulf or Gulf of Oman, doing so would likely be a response to CF air operations in IRAQ and SYRIA, as well as Arab Coalition air operations in Yemen. Advanced SAM systems in the Persian Gulf and Gulf of Oman will expand IRAN's capability to detect and engage aircraft throughout the region as well as acting as a strategic deterrent directed at both the CF and neighbouring nations. CF aircraft routinely operate in both areas without incident;

COMMENT ENDS.

9. (CAN SECRET//REL J2 COMMENTS. JTF-I J2 and ASIC CO/SM conducted a liaison visit to ARIFJAN on 2 Jul 16. The first meeting with Comd TF Atlas (CJTF-OIR C-IED Unit) was aimed at discussing products and data to support our efforts in IRAQ. That discussion was very positive and a subsequent meeting is planned with the TF Atlas Int section. The second engagement was with the CJ2 Fusion Team during which the was discussed. The J2 also met with the CJ2 SIGINT Cell OC and confirmed that the in mid-Jul will have the necessary o conduct his duties.

15-1

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s.13(1)(a)
s.15(1)

Current Commitments and Operations

10. (CAN SECRET Coalition Forces (CF) Air Operations.

Strikes in IRAQ	Strikes in SYRIA	Total

*Strikes for 250000z Jun – 012359z Jul 16

11. (CAN SECRET//REL TO FVEY) Building Partnership Capacity (BPC) Metric.

12. (CAN SECRET//

a.

b.

(1)

13-1

(a)

(b) Update.

(2)

(a)

(b)

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s.13(1)(a)
s.15(1)

(3)

(a)

(b)

(4)

(a)

(b)

(5)

(a)

(b)

(6)

(a)

(b)

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(7)

(a)

i.

ii.

(b)

i.

ii.

b.

(1)

c.

(1)

(2)

(a)

(b)

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(3)

(4)

(5)

(6)

d. (CAN SECRET//

(1)

(2)

(3)

13. (CAN SECRET// Support to Ministerial Liaison Team (MLT).

a. Reception, Staging and Onward Movement In (RSOMI). JTF-I continues to support the MLT, including the enabling of the Training Conference in Rome and preparations and

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coordination for the arrival of the next tranche o The Union III, BAGHDAD element of the CJTF-OIR HQ Fwd is unchanged with the following personnel, however the first five members have returned to KUWAIT enroute to BAGHDAD:

15-1

Position	Rank/Name
CJTF-OIR CJ7 MLT Dir	BGen Anderson
CJ7 EA	
CJ7 SGM	
MLT INT LO (J2)	
MLT CTS LO (J3)	
MLT CP I/C	
MLT CP Mbr	
MLT CP Mbr	
PFD Assessments	
CJ3 KLE	
Sigs TAV	
Sigs TAV	

b. The CJ7/MLT continues to track the following personnel status:

Pers	Arr ASAB	Arr UIII	Comments
	3 Jul 16 (recommended)	7 Jul 16 (recommended)	SF 4018 Depart Trenton on 4 July, arrive in ASAB on 6 July. ROSMI, then proceed toward BAGHDAD.
Second 6x pers CP Team	Mid July	Mid July	CJOC J3 ME is tracking.
	30 Jun 16	3 Jul 16	Arrived in KUWAIT on 30 Jun 16. Will move to BAGHDAD upon RSOMI completion.

c. Movement. Movement within the International Zone and Red Zone is as follows:

International Zone				
Date	**Personnel**	**From**	**To**	**Event**
NSTR				
Amber/Red Zone				
Date	**Personnel**	**From**	**To**	**Event**
29 & 30 Jun 16	WO Vienneau Sgt Robitaille Cpl Cramphorn			

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a. Vehicles. The ave been delivered to ASAB on 30 Jun 16. Contractor has been contacted as all and the driver window of is damaged. CJOC J4 Mov is coordinating the vehicle being sent to Virginia in mid-Aug for and while the are being processed for IRAQ customs & license plates which may be completed mid-July. Upon confirmation that all official requirements are in place, (move plan to be confirmed). s.15-1

additionally approved a Standing Offer is currently being amended by PSPC and D Maj Proc 7 to include vehicle upgrades (run flat tires, alternators and batteries).

In the interim, a bridge solution for leased s from BAGHDAD has been initiated. Bidding for closed on 27 June; only one bid was received and it meets the criteria. The contractor will be contacted immediately IOT to obtain the vehicles NLT 10 July 2016.

b. Movement.

It also directs some CONOP/authority requirements for movement. The MLT is in the process of determining exactly what CJTF-OIR expectations but will follow the current CONOP approval process through JTF-I and CJOC.

c. Force Protection(FP)/Close Protection(CP) Element. NSTR

d. Communications.

(1) The Sigs TAV continues to work with the CP team to enable radio communications with all other security organizations in the vicinity of UIII. This includes the

In addition, they are coordinating the hardware requirements to enable the full support of the MLT; and

14. (CAN SECRET// Specialist Engineering Team (SET) / Theatre Opening Team (TOT):

a. Personnel. There are currently 17 SET members deployed to and the TOT will begin arriving the week of 03-09 Jul 16.

b. Past days. The Tac Avn Recce team completed their recce and returned to CANADA, while members of JTF-I HQ returned to KUWAIT. Ground prep is now completed, and site visits for the concrete pads are being arranged. The temporary locations for ablutions, accommodations and offices for Phase 1 have been staked out, and development has started for movement, parking and temporary storage. Furniture for accommodations is now being coordinated, including sourcing bed frames and mattress. CJOC has directed that a third accommodation building will be added, and SOW was amended and sent to DCC, however it is unknown how long the DCC process of approval will take. SOW for grounding and anchor points are currently being developed.

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c. Next days. Materiel & Equipment list to be developed by JTFSC Main in conjunction with CJOC, so that JTF-I Comd can approve CJOC TFMT by 08 July 16. First set of temporary accommodations and ablutions are forecasted to be ready for 7 Jul 16, and will eliminate the requirement for the hotel.

d. Anticipated Challenges. is due to take place, but may not be completed by the time the is required. Rationalization of vehicles will be accomplished given the size of the camp.

Plans.

15. (CAN SECRET// JTF-I R3/R4 RiP plan. JTF-I RiP order is currently under review and will be presented to the Comd this coming week. CJOC will publish the CFTPO brick in the coming days. The ASIC RiP between ROTO 3 and ROTO 4 commences on 12 Aug 16.

Personnel.

16. (CAN SECRET// Based on the recent bombing of ISTANBUL airport and the operational threat assessments JTF-I requires clarification and direction WRT the ability to restrict travel to and transit through Turkey. Follow on impacts include travel to and from theatre and financial costs related to changes in third location HLTA bookings.

Comd Key Leader Engagement (KLE).

17. (S//REL TO CAN Previous Week (27 Jun – 3 Jul 16). COMD JTF-I visited CJTF-OIR HQ in Arifjan on 2 Jul 16 to attend the bi-weekly Battle Update Assessment (BUA).

18. (S//REL TO CAN, FVEY) Upcoming Week (4 Jul – 10 Jul 16). Preparations for the MND visit and engaging KUWAIT and IRAQ GAC staff will be ongoing.

19. (S//REL TO CAN, KLE Over the Horizon. NSTR.

Commander's Assessment.

20. (S//REL TO CAN, JTF-I is working with CJOC to coordinate the MND visit, expected from 10 to 14 Jul 16. I have concerns about the timelines and finalizing the schedule of events as the start of Eid this week will make Host Nation coordination in IRAQ and KUWAIT challenging.

21. (S//REL TO CAN, The CTAT recce to Jordan and Lebanon is slated to land in Jordan on 09 Jul 16 for a week long program. JTF-I POLAD and a JTF-I CI member will join the CTAT for support and I look forward to the results from the recce.

22. (S//REL TO CAN, Progress continues for the update to COMD CJOC.

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23. (S//REL TO CAN, The establishment of the JTF-I presence in progresses. However the arrival of the conventional TAC AVN DET needs to be conditions based, as I remain concerned about the timelines associated with establishing the camp, as it appears DCC is already running behind the original schedule. In addition, I seek a timeline on the decision and further clarification on potential Canadian contribution to the Role 2 hospital in so that planning commence.

//OSB//
S.A. Brennen
Brigadier-General
Comd JTF-I

Collated by. JTF-I COS Coord/IMO Capt S. Caron
Reviewed by. JTF-I COS LCol A. McCabe

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s.15(1)

Joint Task Force - IRAQ
PO Box 5006 Stn Forces
Belleville ON K8N 5W6

3500-Op IMPACT (COS)

10 Jul 2016

WEEKLY SUMMARY REPORT
FROM 3 JUL 16 TO 10 JUL 16

Intelligence Overview

1. (CAN SECRET// Overall ASIC IRAQ Assessment.

2. (CAN SECRET/ Overall ASIC SYRIA Assessment.

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13(1)(a), 15(1)

of the Access to Information Act

de la Loi sur l'accès à l'information

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13(1)(a), 15(1), 17

of the Access to Information Act

de la Loi sur l'accès à l'information

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Position	Rank/Name
CJTF-OIR CJ7 MLT Dir	BGen Anderson
CJ7 EA	
CJ7 SGM	
MLT INT LO (J2)	
MLT CTS LO (J3)	
MLT CP I/C	
MLT CP Mbr	
MLT CP Mbr	
PFD Assessments	
CJ3 KLE	
Sigs TAV	
Sigs TAV	
MLT Linguist	

s.17

b. The CJ7/MLT continues to track the following personnel status:

Pers	Arr ASAB	Arr UIII	Comments
Remaining Members for the first team	3 Jul 16	9 Jul 16	The additional 3 members: CFTPO 415389 CFTPO 415390 – CFTPO 415391 are expected to arrive on 9 July.
	Mid July	Mid July	With the anticipated arrival of 5x vehicles for the MLT and the completion of the accommodations, the remaining can be deployed with a view to arriving at UIII NB 15 Jul 16. **NOTE: need to be confirmed and approved by CJTF-OIR.**
	13 Jun 16	NB 15 Jul 16	will provide admin support to the MLT until accommodations in UIII are available for her to move fwd. Her move fwd will also be dependent on requirements.
	1 July 16	NB 15 Jul 16	will remain in Arifjan as MLT (Rear) until accommodations are avail in UIII, NB 15 Jul 16.
	N/A	12 Jul 16	Currently in BDSC in support of MND Visit. Will return to UNION III on 12 Jul 16.

c. CJ7/MLT Director Key Leader Engagements

(1) Week 6 (2-9 Jul 16). The following KLEs took place: (NSTR)

(2) Week 7 (10-16 Jul 16). The following KLEs will take place:

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(a) GoI Minister of Defence. Our MND with Comd JTF-I, BGen Anderson, and will have an office call with the Minister of Defence for the GoI as part of our MND visit to IRAQ;

(b) Deputy Chief OSC-I. BGen Anderson will have an office call and

(c) Ministry of Interior (M7). As the CJ7, BGen Anderson will discuss the arming of Local Police Forces with the MoI M7.

d. Movement. Movement within the International Zone and Red Zone is as follows:

International Zone				
11 Jul 16 – IAW MND Visit Schedule				
Date	**Personnel**	**From**	**To**	**Event**
Amber/Red Zone				

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e. Vehicles. The MLT received their 5 locally leased vehicles on 7 Jul 16. Driver Receipt Inspections were conducted and the requisite paperwork was submitted to JTF-I. The vehicles are in good shape and will provide the necessary mobility in the short term. The MLT continues to monitor the situation including the installation of the and the required maintenance contract. It is acknowledged that the contract was signed and the initial 5 vehicles have been leased with the approval of the option to lease the additional 4. It is understood that 5 of the vehicles are in Kuwait with one identified to go back to the USA for mods. The remaining 4 will come to Baghdad when IMPORT criteria is met.

f. Mobility. The MLT now has With the arrival of the Amber/Red Zone (approval will be requested in each case) will be possible.

g. Communications.

(1) The Sigs TAV has as required. One of the Executive Deployable Suite (EDS) has an old operating system installed and will need to be replaced (request submitted SEPCOR); however, the additional comms has enabled significant communications in preparation for the MND visit on 11 Jul 16; and

(2) The Sigs TAV continues to work with the CP team to enable radio communications with all other security organizations in the vicinity of UIII. . In addition, they are coordinating the hardware requirements to enable the full support of the MLT. A request was submitted SEPCOR.

h. MLT Director remarks.

(1) With the arrival of Additionally, we will continue to discuss MLT and GoI engagement space with the OSC-I to assist in determining who in the GoI members of the MLT will need to be linked with to support campaign objectives without disrupting the current and ongoing KLE;

(2) The ROME training event was exceptional and provided me the opportunity to provide guidance and establish expectations for the multinational officers. The KLE training was fruitful and will serve the liaison officers well when they arrive in theatre. The feedback the team received from the participants was extremely positive and validated its utility. Additionally, the support we received from JTF-I, the Ambassador and the CDA Staff was truly superb. I am confident that we have the right parts to develop the MLT capability in support of CJTF-OIR. Notably, the multinational MLT members will start inflowing to UNION III within the next two weeks; and

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(3) In cooperation with the Cdn Embassy Office (Charge d'Affaires and DCDA) we are poised to support the MND Visit on Monday 11 Jul 16. I look forward to providing our Minister with an update on the CJTF-OIR Campaign.

15. JORDAN/LEBANON BPC Canadian Training Assistance Team (CTAT) Recce:

a. Weekly Synopsis. 11 Recce Team members arrived in AMMAN, JORDAN and are getting acclimatized to the area. LCS Ops conducted communications check;

b. Personnel in AMMAN, JORDAN:

Position	Rank	Name
CJOC Recce Lead	Maj	
JTF-I POLAD	Civ	
CA HQ Rep	Maj	
LCS Ops	MCpl	
CTAT Lead Jordan	LCol	
J4 RLS Lead	Maj	
J4 Contracts #1	MWO	
J4 Contracts #2	MWO	
J2	Lt	
J2 CI	Civ	
J6	Capt	

c. Vehicles. Canadian Defence Attache Assistant, reserved 3x cars with three English speaking drivers for the Real Life Support (RLS) team in AMMAN, JORDAN. The remainder of the team, in AMMAN, will be driven

d. Movement. CTAT Lead Jordan, CJOC reps and JTF-I reps arrived in AMMAN, JORDAN. Members met at the hotel and traveled to the Embassy;

e. FP / CP Element. In accordance with Embassy Protocols: members must

f. Communications. DWAN Blackberrys were issued to members in CANADA and SVTC capability will be confirmed.

16. (CAN SECRET/ Specialist Engineering Team (SET) / Theatre Opening Team (TOT):

a. Personnel. 17 x SET and 1 x JTF-I;

b. Last Few Days. DCC has sent out the Invitation to Tender on 7 Jul 16 for the bulk of the Permanent Camp installations, bids are due on 15 Jul 16 with no current change to the latest delivery timeline. With the end of Ramadan and the beginning of Eid-Al-Fitr holiday, there have been a number of delays with contractors for the temporary camp installation. The move of SET personnel from the hotel to camp has been postponed until 12 Jul 16 due to a delay in the delivery of the ablution trailers, with the first being delivered late on 8 Jul 16 and the second late on 9 Jul 16. Both ablution trailers still require electrical and plumbing hook

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ups. As well, the water tank that was delivered was contrary to the SOW and was fiberglass. The contractor is working to rectify this and deliver a plastic one, but in the meantime, a filtration system needed to be installed to mitigate the concerns associated with a fiberglass tank. Furniture for the temporary accommodations is due to be delivered on 14 Jul 16. The SET members have arranged to have enough mattresses delivered for them to sleep on when they move to the camp, but these mattresses are lying on the floor with nothing else in the rooms. The SET is in constant communication with the contractor to avoid slippages to the Temp Camp Phase 2 – the priority will be on the timely installation of the Phase 2 accommodations, with ablutions to follow. There has been blue rockets delivered to the site, and temporary office spaces have been started. Contracts have been awarded for Comms Conduit Trenches and Gym/Morale & Welfare bldgs. and work has begun on the concrete pad contract. Finland's camp is located next to ours, and although they have not started on the infrastructure build, their camp prep is going well and they have started to install their perimeter fence. No other construction is currently ongoing in vicinity of the camp. The TFMT for Tac Avn Goods was reviewed by JTF-I and approval was provided to CJOC. JTFSC in ASAB has been working on the lists of materiel and equipment required to support as required by CJOC. The SET has queried as to whether the temporary ATF workshops should be purchased instead of rented which would remove the requirement for the SEV/SES to be shipped from Canada;

c. Next Few Days. TOT MovCon Det, consisting of three personnel will transit from ASAB to Erbil in preparation to receive the first of the goods and personnel on SF 4023. It is anticipated that personnel in will move from the hotel to the camp on 12 Jul 16, and earlier if the ablutions are properly working. MND Visit is due to arrive in on 11 Jul 16 and will get a brief tour of the camp build by on 12 Jul 16. Furniture for the temporary accommodations should be received on 14 Jul 16, and the TOT Adv party will arrive early morning on 15 Jul 16. The consolidated list of materiel and equipment required to support and sustain will be sent to CJOC for final review and 3 CSU will cost out the requirement. Anticipate the receipt of the fence contract bids, work will continue on the concrete pads, gym/morale & welfare buildings and comms conduit trenches. CJOC will convene a meeting to discuss whether the ATF workshops should be purchased in and then modified to meet the requirements of the Tac Avn Det, or if the shipment of the SEV/SES from Canada will continue as originally planned; and

d. Issues/Concerns. JSR still has not received the required visa for their personnel to deploy. Without the MT5 being installed, there will be very little comms available in Mitigating strategy currently being worked on may see JSR deploy personnel to ASAB to backfill for personnel here who have an Iraq visa that we will then send to install the MT5 in Although the current delay to the phase 1 of camp construction should not have a domino effect on the phase 2 of the temporary build, there is concern as to whether or not all required temporary accommodations will be in place in time for the arrival of the TOT Main. The temporary accommodations are extremely small, and the aim will be to not exceed more than two personnel per room wherever possible.

Comd Key Leader Engagement (KLE).

17. (S//REL TO CAN, Previous Week (4 Jul – 10 Jul 16). Preparations for the MND visit and engaging KUWAIT and IRAQ GAC.

18. (S//REL TO CAN, Upcoming Week (11 Jul – 18 Jul 16).

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19. (S//REL TO CAN, KLE Over the Horizon. NSTR.

Commander's Assessment.

20. (S//REL TO CAN, The upcoming MND visit has been JTF-I's main effort over the last number of days. Although challenging with multiple last minute coordination and timing changes, I am confident that the MND will have a successful visit with both JTF-I members and key HN officials.

21. I am looking forward to the post recce CTAT Team brief and gaining a better understanding of training opportunities and challenges associated with that particular LoE.

//OSB//
S.A. Brennan
Brigadier-General
Comd JTF-I

Collated by. JTF-I COS Coord/IMO
Reviewed by. JTF-I COS