

**Negotiated Request for Proposals
for
Manages Security Services Provider**

Fairness Monitor's Report

February 10, 2025



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1. Project Highlights

1.1 Introduction and Project Background

On July 17, 2024, the City of Toronto (City) released a Negotiated Request for Proposals # Doc4530978523 (nRFP) to prospective suppliers to submit Bids for Managed Security Services.

1.2 Scope of the Fairness Monitor Engagement

P1 Consulting was retained in April 2024 to perform fairness monitoring services and provide an independent attestation on the nRFP procurement process. Our mandate was to review and monitor the bid documents and communications, provide advice on best practices, review and monitor the evaluation and decision-making processes that are associated with the nRFP to ensure fairness, equity, objectivity, transparency and adequate documentation throughout the evaluation process. We are also to attend, observe and provide guidance at City meetings, as well as Supplier interactions. In particular, in our role as Fairness Monitor, we ascertained that the following steps were taken to ensure an open, fair and transparent process:

- **Review of the nRFP and Addenda:**

P1 Consulting reviewed the nRFP and addenda, as required, and all other documents related to the procurement process to confirm that the requirements were met.

- **Review of Questions and Answers (Q&A), Clarification Questions and the Responses:**

P1 Consulting reviewed all Q&As and the responses submitted to the Suppliers. P1 Consulting also reviewed any clarifying questions submitted by City along with their responses.

- **Review of Evaluation Criteria and Procedures:**

P1 Consulting reviewed the evaluation criteria and procedures for the nRFP to confirm that the requirements were met.

- **Advice on Best Practices:**

P1 Consulting attended a training session to confirm that all evaluators were provided with briefings on best practices including the principles and duties of fairness, care and protection of confidential information, avoidance and disclosure of conflict of interest, bias and undue influence, scoring procedures and sign-off on individual scoring sheets, preparation, treatment and retention of evaluation documents.

- **Evaluation Meetings:**

P1 Consulting attended and monitored the evaluation consensus meetings. Additionally, during the evaluation process, we provided verbal and written advice with respect to

fairness, objectivity, consistency of process, conflict of interest and confidentiality to ensure strict accordance with the process and criteria set out in the nRFP documents.

- **Supplier Interaction:**

P1 Consulting attended and monitored the optional Pre-Bid Information Meeting held for Suppliers.

All of the tasks above were completed in a manner that was fair, open and transparent.

2. Competitive Selection Process – Negotiated Request for Proposals

2.1 Development of the Negotiated Request for Proposals

P1 Consulting reviewed the nRFP prior to it being posted to Suppliers and all of our comments related to fairness were satisfactorily addressed by City. We confirm that, from a fairness perspective, the requirements were clear and the nRFP provided the Suppliers a fair process.

2.2 nRFP Open Period Process

Throughout the nRFP open period, the City responded to the questions from the Suppliers and issued addenda to provide greater clarity on the requirements and process. P1 Consulting reviewed all documents that were posted to confirm that they were acceptable from a fairness perspective.

2.3 Evaluation Preparation

The City developed fulsome evaluation procedure documentation in advance of the evaluation process, which was reviewed by the Fairness Monitor. The evaluation Team participated in a training session held by the City in preparation for their role in the process, which described roles and responsibilities and the approach to the evaluation, which was attended by P1. Each participant was required to sign a participant undertaking, which included a continued commitment to the avoidance of conflicts and respect of confidentiality commitments. Project participants were notified of the appointment of a Fairness Monitor. There were no conflicts identified of which we were aware, which prevented a party from participating in the nRFP evaluation.

2.4 Proposal Receipt

The nRFP Closing Date was October 23, 2024, at 12:00 noon (Local Toronto Time). As per the nRFP, bids must have been submitted through the City Online Procurement System prior to the Closing Deadline for them to be compliant. Eight (8) Bids were received in advance of the Closing Deadline through the City Online Procurement System from the following Suppliers:

- Accenture Inc.
- Cyderes Inc.
- Deloitte LLP
- Ernst & Young LLP
- Gosecure Inc.
- International Business Machines Corporation
- Arctiq
- Stratejm Inc.

The evaluation was conducted according to the following stages:

1. Stage 1A – Mandatory Submission Requirements
2. Stage 1B – Mandatory Technical Requirements
3. Stage 2 – Technical Proposal Rated Evaluations
 - a. Stage 2A - Evaluation of Organizational Capabilities
 - b. Stage 2B - Evaluation of Proposed Solution
4. Stage 3: Pricing and Rankings

2.5 Stage 1 – Mandatory Submission Requirements

Prior to releasing the proposals to the evaluators, the City's procurement representative reviewed the Bids to determine if they complied with the mandatory submission requirements of the RFP. All Suppliers met the mandatory requirements and were eligible to proceed to the next stage.

2.6 Stage 2A - Evaluation of Organizational Capabilities

The members of the evaluation team each undertook an individual evaluation and scoring of Bids against the Stage 2A Organization Capabilities Rated Technical Requirements described in the nRFP. Subsequent to completion of the individual evaluations, the evaluation team convened to undertake a consensus evaluation process. The evaluation team engaged in a fulsome exchange of views leading to evaluation results, which were agreed to by the evaluators for each Supplier. All participants performed their roles diligently throughout the evaluation process.

P1 Consulting attended the consensus meetings and observed that the proceedings were in accordance with the nRFP and the City's evaluation procedure. P1 confirms that the process was fair, transparent and unbiased.

The following Suppliers met the established minimum technical threshold for Stage 2A and were eligible to proceed to the next stage of evaluation.

- Accenture Inc.
- Deloitte LLP
- Arctiq
- Stratejm Inc.

2.7 Stage 2B - Evaluation of Proposed Solution

The members of the evaluation team each undertook an individual evaluation and scoring of the eligible bids against the Stage 2B Proposed Solution Rated Technical Requirements described in the nRFP. Subsequent to completion of the individual evaluations, the evaluation team convened to undertake a consensus evaluation process. The evaluation team engaged in a fulsome exchange of views leading to evaluation results, which were agreed to by the evaluators for each Supplier. All participants performed their roles diligently throughout the evaluation process.

P1 Consulting attended the consensus meetings and observed that the proceedings were in accordance with the nRFP and the City's evaluation procedure. P1 confirms that the process was fair, transparent and unbiased.

The following Suppliers met the established minimum technical threshold for Stage 2B and were eligible to proceed to the next stage of evaluation.

- Accenture Inc.
- Deloitte LLP
- Stratejm Inc.

2.8 Stage 3 – Pricing and Rankings

The City evaluated the Pricing Forms submitted from each of the eligible Suppliers. P1 Consulting reviewed and validated the results of Stage 3: Pricing Evaluation and confirms that it was undertaken in a fair manner and in accordance with the nRFP. In accordance with the process described in the nRFP, the City identified Deloitte LLP as the top-scoring Supplier to be invited to enter into Contract Negotiations with the City.

2.9 Debriefing

At the time of this report, P1 Consulting has not been involved in any debriefing activity related to this procurement.

3. Conclusion

Our fairness review was conducted without influence and as of the date of this report, we confirm that we are satisfied that, from a fairness perspective, the procurement process undertaken for the City of Toronto's nRFP for Managed Security Services Provider has been conducted in a fair, open and transparent manner. As Fairness Monitor for this Project, we are satisfied that City has followed the procedures in accordance with the applicable RFP documentation.

Stephanie Braithwaite
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