



Procurement Authorization – Enterprise Asset Management (EAM) System Implementation Services

Date: September 24, 2024
To: TTC Board
From: Chief Financial Officer

Summary

The Toronto Transit Commission (TTC) oversees a capital portfolio valued at more than \$25.1 billion, including tunnels, trains, buses, and streetcars. To optimize asset performance and comply with Ontario's regulations, the TTC has implemented the Enterprise Asset Management (EAM) Program. Central to this program is IBM Maximo, which enhances asset life cycle management and supports data-driven decision-making.

The Maximo Implementation Program, part of the TTC's 2024-2028 Corporate Plan, aims to standardize and improve asset management practices. While progress has been made, challenges in staffing have slowed the program. To overcome this, the TTC will bring in an experienced vendor to ensure successful implementation.

The purpose of this report is to obtain the TTC Board's authorization to award a contract to Infosys Public Services for EAM System Implementation Services with a total contract value of \$12.28 million, inclusive of HST, for a duration of three years with an approximate start date of November 1, 2024. The contract includes three optional, one-year extension terms to be exercised at the TTC's sole discretion.

The services being procured through this contract award allow the TTC to leverage IBM Maximo to optimize the planning, maintenance, and management of its assets, ensuring that services are reliable, safe, accessible, and efficient for all users.

This contract will facilitate the acquisition of expert Maximo implementation professional services for a period of up to three years to progress the plan to advance Maximo solutions for asset management, ensuring consistent utilization of Maximo across all business units to support the TTC's EAM Program and improve data accuracy for asset planning, insights, and reporting.

Recommendations

It is recommended that the TTC Board:

1. Authorize the award of a contract for Enterprise Asset Management System Implementation Services to Infosys Public Services in the amount of \$12.28 million, inclusive of HST, for a three-year initial term, with three optional, one-year extension terms to be exercised at the TTC’s sole discretion.

Financial Summary

The total value of the Enterprise Asset Management (EAM) System Implementation Services contract award for the initial three-year term, with an approximate start date of November 1, 2024, is \$12.28 million, inclusive of HST. Additionally, the contract includes three optional, one-year extensions at the TTC’s discretion to address unforeseen issues or additional work. Extensions will adhere to the pricing outlined in the proposal’s rate cards.

Table 1 below summarizes the annual expenditure forecast over the total contract term:

Table 1: Contract Capital Expenditure by Year

Contract Value (\$000s)	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total Contract Term
Maximo Upgrade	109	2,266	159	-	2,534
Asset Management Process Enablement	-	1,989	4,126	2,219	8,333
Contract Expenditure (without HST)	109	4,255	4,285	2,219	10,868
Non-Rebatable HST 1.87%	2	75	75	39	191
Total Contract Expense	111	4,330	4,360	2,258	11,059
Rebatable HST	12	478	482	249	1,221
Total Authority, including HST	123	4,808	4,842	2,507	12,280

The capital costs to be incurred as part of this contract will provide the necessary professional services required to deliver the scope of work defined in the RFP, which includes upgrading the TTC’s existing Maximo platform and the end-to-end implementation of Maximo to enable EAM-related business processes for infrastructure and facilities assets owned by the TTC (i.e. tracks, structures, signalling, electrical, communication systems, buildings, and streetcar infrastructure).

Funding for this contract expenditure is included in the TTC’s 2024-2033 Capital Budget and Plan under Program 7.2, Business Systems SOGR Project, State of Good Repair, for the Maximo Upgrade and Program 7.19, Enterprise Asset Management (EAM) System, State of Good Repair, to support Asset Management Business Process Enablement in Maximo, which was approved by the TTC Board at its meeting on December 20, 2023 and by City Council at its meeting on February 14, 2024.

The 10-Year Capital Plan includes a total of \$35.55 million for the Business Systems SOGR Program, comprising of the following annual cash flow funding, as presented in Table 2 below, which will support the upgrade to the latest version of Maximo.

Table 2: Business Systems SOGR – 2024-2033 Capital Budget and Plan

2024-2033 Capital Budget and Plan (\$000s)	2024 Budget	2025	2026	2027	2028	2029-2033	10-Year Total
Business Systems SOGR	6,321	3,270	4,143	5,667	3,100	13,052	35,552

The total project cost for the EAM System project is \$29.93 million, of which \$12.14 million has been spent to the end of 2023 and annual cash flow funding from 2024-2026 totalling \$17.789 million, as presented in Table 3 below. This available funding will support the enablement of EAM-related business processes within Maximo for infrastructure and facilities assets.

Table 3: Enterprise Asset Management (EAM) System – 2024-2033 Capital Budget and Plan

2024-2033 Capital Budget and Plan (\$000s)	LTD Actuals to 2023	2024 Budget	2025	2026	2027	2028	2029-2033	10-Year Total	Total Project Cost
Enterprise Asset Management (EAM) System	12,141	7,224	5,657	4,909	-	-	-	17,789	29,930

The TTC will update the 10-Year Capital Plan during the 2025 Budget submission to ensure cash flow funding are aligned with the planned scope and deliverables of this contract.

Equity/Accessibility Matters

Equity, Diversity, Inclusion and Accessibility is a key principle of the TTC’s Corporate Plan, and as a proud leader in providing accessible public transit in the city of Toronto, one of the TTC’s service objectives is a commitment to ensure reliable, safe, accessible, respectful, and inclusive transit services for all our customers, moving Toronto toward a more equitable, sustainable, and prosperous future.

Additionally, the IBM Maximo solution that is being implemented adheres to the latest W3C Standard, WAI-ARIA 1.0, and Web Content Accessibility Guidelines (WCAG) 2.0, ensuring that the software is accessible to employees with diverse needs.

Decision History

The City of Toronto [Corporate Asset Management Policy CAM-001](#) was adopted by City Council on June 19, 2019 and came in to effect on July 1 of the same year. It provides the framework to develop a whole of government asset management approach that will ensure long-term asset sustainability, demonstrate a commitment to good stewardship of the City’s infrastructure assets, and support improved accountability and

transparency to the community through the adoption of appropriate asset management practices.

At its meeting on April 13, 2023, the TTC Board approved an award of contract for the provision of EAM Professional Services to SNC-Lavalin Operations and Maintenance Inc. (now known as Atkins-Réalis) in the amount of \$7,155,703, inclusive of HST, for a three-year term with options to extend the contract up to two additional, one-year terms, to be exercised at the TTC's sole direction.

[TTC Enterprise Asset Management \(EAM\) Program: Contract Award for Professional Services](#)

At its meeting on February 22, 2024, the TTC Board received an update from staff on the TTC's EAM Program and the work completed to date.

[Enterprise Asset Management Program Update](#)

At its meeting on April 11, 2024, the TTC Board approved the TTC's 2024 Asset Management Plan (AMP) and forwarded the approved plan to the City Manager of the City of Toronto for submission and incorporation into the City's Asset Management Plan.

[2024 TTC Asset Management Plan](#)

Issue Background

The TTC has a comprehensive portfolio of capital assets integral to delivering public transit services. These assets include tunnels, rolling stock, buildings, tracks, buses, streetcars, and trains, with a combined replacement value of more than \$25.16 billion. They serve as the foundation for the TTC's transit operations in the city of Toronto, contributing to the delivery of safe, reliable, and accessible transit services in Canada's largest urban centre and economic hub.

Enterprise Asset Management Program

The TTC is committed to ensuring all TTC assets are maintained in optimal condition to ensure the assets can deliver safe, reliable, accessible, and seamless service. As part of this commitment, the TTC is maturing its asset management practices through its EAM Program to optimize the life cycle management of TTC assets and to provide higher-quality consolidated enterprise asset management data to inform short- and long-term capital investment planning and decision-making. Additionally, this initiative ensures the TTC's compliance with Provincial legislation, specifically Ontario Reg. 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15, requiring the establishment of asset management planning and management practice deliverables at key milestones by July 2025.

The EAM Program will elevate the TTC to a higher level of asset management maturity, focusing on establishing corporate program management and oversight, employing standardized and consistent best practices, and establishing an EAM sustainment organization. Leveraging existing operational and technological efforts, the TTC is integrating industry-leading technology solutions, such as IBM Maximo to continuously

improve asset performance, maximize asset lifespan, and ensure the safety and reliability of the TTC network.

Asset Management Plan

At its April 11, 2024 meeting, the Board approved the TTC's 2024 Asset Management Plan (AMP) as the basis for effective asset planning, management and maintenance of transit and infrastructure assets. The AMP establishes a framework for optimizing the life cycle management of all assets owned and managed by the TTC. It details the TTC's asset inventory, age, condition, asset life cycle activities, and the capital and operating costs required to maintain current service levels. Moreover, it outlined how the TTC will address growth and leverage increased asset management capabilities in the future to tackle asset-related challenges and risks.

Additionally, the AMP ensures compliance with the regulatory requirements of O.Reg. 588/17 (Asset Management Planning for Municipal Infrastructure Regulation).

Role of Technology in Enabling Asset Management

Technology plays a crucial role in asset management practices by providing tools and systems that enable, support, and integrate asset management processes; enhance data governance and quality; improve reporting capabilities; and boost productivity and streamline operations across the asset life cycle. EAM systems, such as IBM Maximo, act as centralized repositories for essential asset data, allowing the TTC to maintain comprehensive asset information, including asset inventory, maintenance history, and condition assessments. It offers automated and integrated asset life cycle planning and management functionality, encompassing work order management. Additionally, it integrates with the TTC's SAP financial system for maintenance costing, accurately tracking expenses and facilitating informed capital planning and budgetary decisions regarding state-of-good-repair needs and timing.

Maximo also facilitates the integration of sensors, Internet of Things (IoT) devices, and analytics solutions facilitating real-time monitoring of asset health and performance, enabling organizations to detect potential issues before they escalate.

In addition, Maximo helps utilize mobile digital devices, such as tablets, to empower field technicians by providing access to asset information on the go, facilitating real-time updates on maintenance activities, improving communications, collaboration, and ensuring quicker response times to address issues promptly.

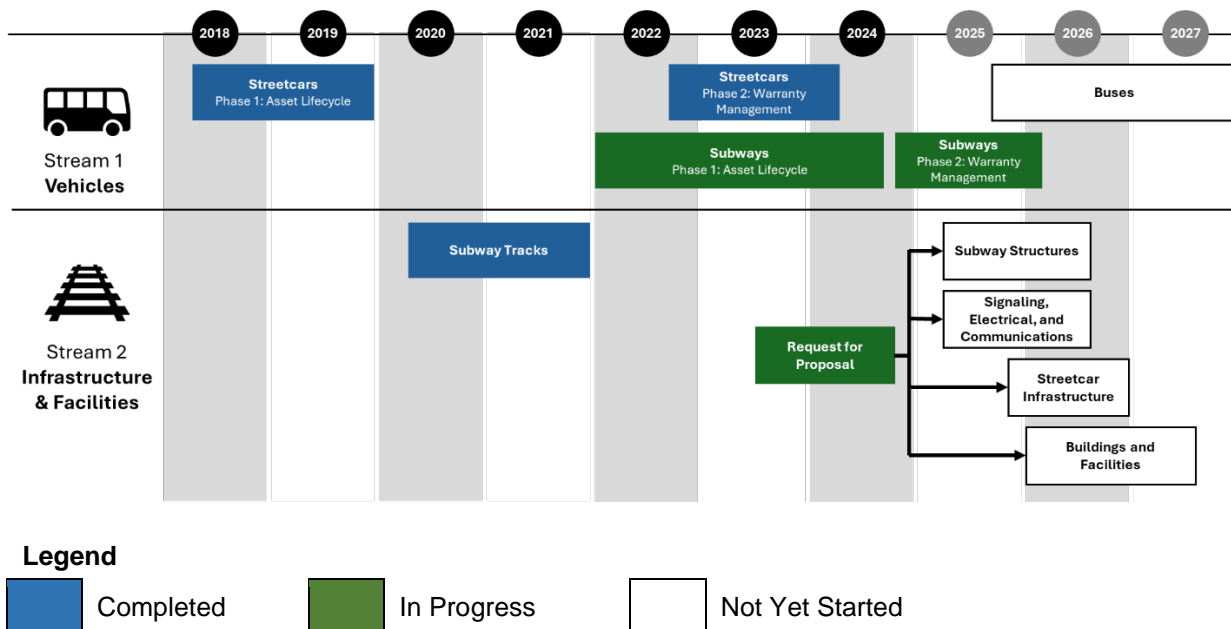
Recognizing the significance of technology in advancing asset management practices, the TTC has invested in leveraging technology to unlock the benefits of streamlined, integrated asset life cycle planning and management processes, enhanced data-driven decision-making, and improved operational efficiency. This is reflected in the Council-approved TTC 2024-2033 Capital Budget and Plan, which allocates funds amounting to \$17.8 million under Program 7.19 for the EAM Systems Implementation Program.

Maximo Implementation Program Overview

The Maximo Implementation Program was launched in 2018 as part of the TTC's Five-Year Corporate Plan. The primary objective of the program is to standardize and integrate Maximo across all business units within the TTC. This initiative aims to ensure that asset data and life cycle planning activities are consistently managed and tracked within the system. By leveraging Maximo's capabilities, the TTC will enhance enterprise asset planning and management processes, thereby supporting the organization's compliance with Provincial legislative requirements as outlined in O.Reg. 588/17.

The program is structured into two streams: Stream 1, which focuses on The TTC's vehicle assets, including buses, non-revenue vehicles, subways, and streetcars; and Stream 2, which is dedicated to the TTC's infrastructure and facility assets, encompassing tracks, signals, and buildings. Figure 1 below presents the program roadmap, outlining the schedule for addressing each asset class within the respective streams of work.

Figure 1: Program Roadmap



Maximo Implementation for Vehicle Assets (Stream 1)

Previously, streetcar and subway vehicles were managed using a homegrown legacy system called Subway Management System (SMS), while buses were managed using Industrial Financial System (IFS). Under this program, all processes for these assets will be consolidated within Maximo, ensuring a unified and streamlined approach.

To date, under Stream 1, the program has successfully implemented Maximo for streetcar vehicle assets and enabled warranty processes for the streetcar fleet using IBM's Maximo Transportation industrial module. Over the next few years, the remaining vehicle fleets (buses, subway trains, and non-revenue vehicles) are scheduled for

Maximo implementation. The onboarding of subway vehicle assets is currently underway, with buses and non-revenue vehicles to follow.

Maximo Implementation for Infrastructure and Facility Assets (Stream 2)

Under Stream 2, while most departments currently utilize Maximo to some extent, their usage varies. The objective of this stream is to ensure data accuracy within Maximo and to standardize the implementation of asset management processes across all infrastructure and facility assets, facilitated by the Maximo solution. Stream 2 will encompass asset planning and management for all assets within this scope, including subway structures, signalling systems, electrical systems, communication systems, streetcar infrastructure, buildings, and facilities.

To date, the program has successfully integrated subway tracks into Maximo through the implementation of Linear Asset Management. Additionally, work is underway to digitize the existing paper-based inspection process for streetcar and subway tracks, addressing several of the City of Toronto Auditor General's recommendations regarding streetcar overhead maintenance practices.

While progress is being made in Stream 2, the program has encountered challenges in recruiting individuals with Maximo expertise. The TTC has faced difficulties in attracting, recruiting, and retaining staff with advanced Maximo knowledge, skills, and implementation experience due to a market shortage.

Recognizing that asset management maturity is a key priority for the TTC, the TTC is adopting a new approach to secure the necessary expertise. To advance the program and realize its benefits, the TTC will engage an external vendor (i.e. Solution Integration and Implementation Provider) to deliver an end-to-end solution, guiding the TTC from initiation to full implementation within the contract timeframe.

Comments

A Request for Proposal (RFP) was publicly advertised on Bonfire and MERX e-Tendering websites as well as the TTC website on March 6, 2024. Five companies submitted a proposal by the proposal closing date of April 22, 2024. During the proposal period, three addenda were issued. As this is a non-binding RFP, there is no proposal validity date.

A Fairness Monitor was retained by the TTC to provide independent, third-party oversight and advice respecting the procurement process and to report observations and findings regarding the fairness and transparency of the process. In addition to confirmation, the procurement process was carried out in accordance with the established requirements as set out in the RFP. The Fairness Monitor's report, attached as Appendix A, confirms the fairness of the process.

Evaluation Process

The following five companies submitted proposals by the proposal closing date:

- FAHM Technology
- GM Blue Plan
- IBM Canada
- Infosys Public Services
- Wipro Solution Canada

All proposals received were reviewed to determine that the mandatory commercial requirements were met. All proposals passed the initial compliance review and proceeded to Stage I of the evaluation process.

1) Stage I – Mandatory Technical Requirements:

Stage I consisted of the demonstration of compliance with the mandatory technical requirements outlined in the RFP. Failure to meet these requirements would result in disqualification of the proposal. The five proposals were evaluated in accordance with the requirements of Stage I and all proposals met the requirements of Stage I and proceeded to Stage II.

2) Stage II – Rated Criteria (40 points)

Stage II consisted of the evaluation of the rated criteria outlined in the RFP. It was pre-determined that the top three ranked proponents that achieved a minimum threshold of 60% (i.e. at least 24 points out of the available 40 points) would proceed to Stage III. IBM Canada (IBM), Infosys Public Services (Infosys) and GM Blue Plan were identified as the top three ranked proponents of Stage II and proceeded to Stage III of the evaluation.

3) Stage III – Interview (35 points)

Following completion of Stage II, the three highest-ranked proponents were invited to attend an interview to answer questions regarding their proposal in accordance with the RFP process. Following each interview, the evaluation team assigned scores to the proponents for Stage III – Interview.

4) Stage IV – Pricing: (25 points)

Following the completion of Stage III, the pricing submission forms from IBM, Infosys and GM Blue Plan were scored based on the pricing formula set out in the RFP.

The sum of the scores from Stage II, III, and IV, were tallied and Infosys received the highest overall score and was selected to proceed to the negotiation stage. The TTC and Infosys successfully negotiated an acceptable agreement and Infosys is recommended for award of the contract.

Contract Scope

This contract will enable the acquisition of expert Maximo implementation professional services for a period of up to three years. It includes three optional, one-year extensions, which can be exercised at the TTC's sole discretion to address any unforeseen issues or additional work required to meet business needs. These extension terms serve as contingency measures to manage any potential issues or changes that may arise post-implementation. While there is no predetermined value associated with these optional terms, any extensions will adhere to the pricing outlined in the rate cards submitted with the proposal.

The scope of work of this contract includes:

- Implementation services to upgrade the TTC's existing Maximo platform, which will reach end-of-life in 2025, to the latest version.
- Implementation services to configure Maximo across various work groups to enable EAM-related business processes, ensuring its usage aligns with industry best practices, including but not limited to the following deliverables:
 - Assess the current asset life cycle management business processes within the applicable business units to identify gaps in data and processes as well as potential areas for improvement.
 - Define new, streamlined, and transformed future business processes that incorporate leading best practices and align with the TTC's Enterprise Asset Management framework.
 - Implement the new business processes within the TTC's upgraded Maximo platform, including the development of new reports and dashboards.
 - Provide organizational change management, training, and knowledge transfer services.

Contact

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Signature

Josie La Vita
Chief Financial Officer

Attachments

Appendix A – Fairness Attestation Report

Sent by Email (Sibaway.Issah@ttc.ca)

August 9th, 2024

Mr. Sibaway Issah

Procurement and Contract Specialist – IT Category
Project Procurement Section
Procurement and Category Management

Toronto Transit Commission

North York Centre, 5140 Yonge Street, 9th floor
Toronto, ON M2N 6L7

Attn: Mr. Issah

**Re: Final Fairness Monitor’s Report
TTC RFP for Enterprise Asset Management Systems Implementation (Maximo)**

Sibaway,

Please accept this letter as our report summarizing our fairness observations and assessment of the procurement process administered by the TTC for the acquisition of Asset Management Implementation Services.

We have structured this report using the key steps in the procurement process as the main headings. Under each heading is a summary of our fairness observations and subsequent comments.

It should be pointed out that we were engaged on or around April 18th, 2024. At that point, the RFP had been posted and was scheduled to close four days later on April 22nd. We were not involved in the development of the RFP, the RFP Open Period, the preparation of the evaluation material or the training of the evaluation team. As such, we are unable to comment on the proceedings prior to our start date.

Introduction

As Fairness Monitor, our role is to help ensure the TTC meets an acceptable standard of fairness which means administering the procurement process in accordance with best practices related to openness, transparency, integrity, confidentiality, and consistency. Normally this means observing each stage of the procurement process, reviewing key documents, attending key meetings, and providing advice on best practices. Our goal is to help ensure the procurement process is procedurally fair and the TTC meets its duty of fairness.

1. Scope of Services

According to the Deliverables outlined in the original Request for Services the scope of services included:

- a. Interim Summary Report 1 - Completion of Evaluation Stages;
- b. Interim Summary Report 2 – Negotiation Phase;
- c. Final Fairness Report - Acceptance of Procurement Recommendation Report; and
- d. Proponent Debrief - Extra Work (Optional).

2. RFP Closing

The RFP closed on Monday April 22nd. Five proposal submissions were received. The RFP was posted on Bonfire on March 6th, 2024. Bonfire is the RFP posting website used by TTC for all RFPs. The original closing date was April 2nd however the closing date was ultimately extended April 22nd based on requests through the Question-and-Answer process.

We were not involved in the events leading up to RFP Closing Date, so we are unable to comment on the proceedings prior to our start date on April 18th. We can say that Bonfire (TTC's Electronic Tendering Service) electronically manages and documents the process. The Bonfire digital record confirms that the proposal submissions were downloaded on or before the closing date and time. This removes any risks associated with potential human errors and ensures consistent treatment of all proponents.

3. Evaluation Stage 1: Review of Mandatory Requirements

Our work commenced with Stage 1 of the evaluation process (Review of Mandatory Requirements). Stage 1 was administered by the Procurement Team using the Bonfire tool. All of this work was done online.

Once the closing time is reached, the TTC procurement Lead (Sibaway Issah) accesses the proposal documents in Bonfire, reviewed each proposal, and confirmed that all of the mandatory requirements had been fully met. Bonfire makes the process relatively straightforward.

The mandatory submissions requirements were very straightforward – either the requirement was met, or it was not. The TTC received five (5) proposal submissions and all five met the mandatory submission requirements.

Based on the information in Bonfire and our understanding of the requirements, we can state with confidence that the TTC has met their duty of fairness for this stage of the evaluation process. The proposals were evaluated in accordance with the requirements in the RFP, and all of the proponents were treated in a fair, and consistent manner.

We should point out that there was a problem with the downloaded version of one of the bids. The Bonfire file appeared to cut off part of the text in the right margin. TTC organized a meeting to discuss the situation. It was determined that the error was made by the proponent. It was agreed that the TTC would allow the proponent to correct the situation using the rectification process set out in the RFP.

We were satisfied with the proposed solution and the proponent was able to correct the problem within the prescribed timelines. We also understand that the TTC examined the corrected version to ensure the content had not been changed.

4. Evaluation Stage 2: Technical or Rated Requirements and Consensus Scoring

Stage 2 of the evaluation process involved the preparation of the evaluation documents, training of the evaluation team, the actual administration of the technical evaluation work followed by consensus scoring the results. Our work started with the commencement of the evaluation work.

This project had a significant time constraint as the TTC was trying to complete the entire process and identify a winning proponent in time for an upcoming TTC board meeting. Because of the time pressure, one of the items that we watched for was to ensure all proponents and proposals were given equal and consistent consideration. This includes time spent by the evaluators to review and score each proposal and time spent by the entire team on consensus scoring the results.

Consensus scoring took place over a period of two days (April 30th and May 1st). Based on our observations of the consensus scoring meetings, it was apparent to us that all of the evaluators had completed their evaluation work, they submitted their scores and comments in Bonfire prior to the commencement of the meeting, and all scores and comments were summarized electronically within Bonfire.

Table 1: Evaluation Team

Name	Role
Carlos Guerra	Evaluator
Erik Mok	Evaluator
Filippo Italiano	Evaluator
Tudor Minea-Manolachi	Evaluator
Vihn Nguyen	Evaluator
Sibaway Issah	TTC Procurement
Angelica Kovacevic	TTC Procurement
Bill Mocsan	Fairness Monitor

The meetings were facilitated by the Procurement Lead and, we as Fairness Monitor, attended and observed all of the meetings and discussions.

Bidders:

- FAHM Technology
- GM Blue Plan
- IBM Canada
- Infosys Public Services
- Wipro Solution Canada

As scores were agreed to by the Evaluation Team. The meeting facilitator recorded the results and worked with the Evaluation Team to consolidate the comments into meaningful feedback that reflected the scores.

The consensus meetings were facilitated in accordance with best practices. All of the evaluators actively participated in the consensus discussions in a cooperative and diligent manner. Evaluators were encouraged to speak up and did so willingly. Once scores were agreed to, comments were consolidated to ensure they reflected the discussion and the final scores.

At the end of the consensus meetings, the scores were pro-rated to match the points assigned to each question and then they were added up.

The RFP stated that the TTC would select the top three scoring proponents and invite them to participate in Stage 3 of the evaluation. Proposals for the other two proponents were not evaluated further.

5. Evaluation Stage 3: Proponent Interviews and Consensus Scoring

Stage 3 of the Evaluation involved an interview of the top three proponents. The TTC gave each shortlisted proponent one week's advance notice of their scheduled interview date and time. The TTC had a set of six questions that all proponents would be asked to provide a response. Each proponent would be given an hour and a half to present their answers. Each proponent received the questions 24 hours in advance of their planned interview. The TTC also provided a set of instructions to proponents explaining the process, outlining a meeting agenda and highlighted the time allocation for each item in the agenda.

The TTC held a meeting on May 6th to discuss the interview process with the Evaluation Team. We attended the meeting and provided some input.

The Interviews were held on May 8th and 9th. The proponents included: GM Blue Plan; Infosys Public Services; and IBM Canada. The Procurement Lead facilitated the meetings. Each meeting started with introductions from both sides and a review of the key process rules. Questions from the evaluators were held to the end of the presentation.

The Evaluation Team was asked to score the responses in real time using the same scoring scale used for the technical requirements (e.g., 0-5).

Once each interview was completed, evaluators were given thirty minutes to finalize their scores and enter them in Bonfire. The Evaluation Team then reconvened to do consensus scoring.

The Interview process was well done. All of the proponents were treated in a fair and consistent manner. All proponents were given the same questions and the same time to respond. The TTC strictly enforced the time ensuring equal and fair treatment of all proponents. The instructions regarding the interview proceedings were shared in advance with each proponent and were reiterated at the beginning of each meeting. The interview sessions were well organized and structured. This is important in ensuring fair and equal treatment of all proponents.

6. Evaluation Stage 4: Evaluation of Price

Once the Interviews were completed and the scores agreed to and entered into Bonfire, the Procurement Lead conducted the evaluation of the price proposals. The Pricing Submission Forms from the three (3) Proponents were electronically unsealed by Sean Owen (Procurement Manager) on May 09, 2024, 1:45 PM EDT as documented in Bonfire. The Procurement Lead conducted the evaluation of the price proposals. The Pricing submissions were all compliant to the requirements of the RFP and were reviewed and evaluated according to the established formula and calculated by Bonfire.

7. Negotiations

The purpose of the evaluation process was to identify a preferred proponent that the TTC would invite to participate in a negotiation session. We were not part of the negotiations meetings and cannot comment on the proceedings or the outcome.

8. Suggestions for Improvement

As the name suggests, we have flagged areas in the process where there could be room for improvement. These are not intended to be criticisms but rather steps in the process that could be better aligned with current best practices.

Retained Very Late in the Process

As we mentioned in our Introduction, we were retained well into the procurement process. We started on April 18th, and the RFP closed on April 22nd 2024. It means we did not review or comment on the RFP, we did not participate in the question-and-answer process or the addenda process. We did not attend the Vendor Information Session or the Evaluator Training.

There are two significant risks with engaging us so late in the process. First, it means that we cannot review or comment on any of the documents or the processes that occurred prior to our start date. The concern, although unlikely, is that we may identify a fatal flaw in some aspect of the process that could cause a major disruption in the procurement. For example, what if there were significant concerns being expressed by proponents through the question-and-answer process? Maybe the pricing form was unclear or inconsistent or even incorrect and despite the number of questions, the problem was not resolved or properly addressed. This could be a significant fairness issue. Because of this, we did not review the RFP in its entirety, we did not

review the questions-and-answers, and we did not review the addenda. We did review certain sections of the RFP in order to aid our understanding the evaluation process and the rectification process.

Evaluator Training

We did not attend the initial evaluator training, this meeting occurred prior to our start date. We did conduct a quick review of the Evaluator Training slides but did not provide any feedback for the reasons mentioned earlier.

As mentioned above, there was a second evaluator training meeting on May 6th to help the Evaluation Team prepare for the Interviews. We attended the meeting and provided input.

Evaluation Timelines

We were concerned with the evaluation timelines; they were probably the shortest we have ever seen. The risk to us is the lack of time means evaluators may have to spend less time doing a detailed evaluation, especially as they get to the latter proposals. It is important that evaluators give fair and equal time to read and score all proposals. That said, based on our observations, we got the impression the evaluators did their due diligence as the comments on each proposal were quite detailed and scores appeared to be relatively consistent across the Evaluation Team.

Interview Agenda

The interview session included 90 minutes to answer six questions and for the TTC to ask follow-up questions. There was no specific time allocated for the follow-up questions. This time was part of the 90 minutes, but it was not defined. In one case, this caused some confusion for the proponents and the Evaluation Team because the proponent took the entire 90 minutes to answer the questions leaving no time for follow-up questions.

Normal best practice is to assign a set time for the proponents to respond to the questions and to present their material uninterrupted. Then provide additional time on the agenda for questions from the evaluators after the presentation. As mentioned, one of the proponents used the entire 90 minutes for their presentation leaving no time for evaluator questions.

From a fairness perspective, we strongly recommend assigning additional time in the agenda for questions after the 90 minutes is up. The concern is if questions from the evaluators are allowed

during the interview, it cuts into the proponent's presentation time. If there are numerous questions asked it could result in the proponent running out of time and not completing their interview. This was not clear, especially for the last proponent.

Summary

In our opinion, the portions of this procurement process that we witnessed and fully participated in were well done. In those cases, the TTC continuously demonstrated an interest in ensuring the procurement was administered in a fair, open, and transparent manner.

Our primary focus was on the evaluation process. Based on the portions of that process that we observed, we can say that the TTC followed the process exactly as it was described in the RFP. This means the process was *procedurally fair*. The Evaluation Team did a good job of evaluating and scoring the proposal submissions and cooperation during consensus was excellent. The Interviews were well organized and ran smoothly. All of the proponents were treated in a fair, open, and transparent manner.

Yours truly,

Lakeland Consulting Inc.



BILL MOCSAN
FAIRNESS MONITOR

cc: Sean Owen, Angelica Kovacevic