

TECHNICAL PROPOSAL AND QUALIFICATIONS

1. **Mandatory Technical Requirements**

- 1.1 It is a mandatory requirement of this RFP that the Supplier is a certified SailPoint partner. Suppliers must upload evidence of such certification to the location provided in the City Online Procurement System. Suppliers failing to provide evidence of such certification shall be disqualified.
- 1.2 It is a mandatory requirement that each Supplier have a minimum of five (5) years' experience providing SailPoint solution to public-sector organizations within the last seven (7) years. The Supplier must select Yes or No from the menu provided in the City Online Procurement System to confirm whether it has such experience. Suppliers failing to confirm such experience shall be disqualified.

2. **General**

Technical Proposals are expected to address the RFP content requirements as outlined herein, and should be well ordered, detailed and comprehensive. Clarity of language, adherence to suggested structuring, and adequate accessible documentation is essential to the City's ability to conduct a thorough evaluation. The City is interested in Proposals that demonstrate efficiency and value for money. General marketing and promotional material will not be reviewed or considered.

The City prefers that the assumptions used by a Supplier in preparing its Bid are kept at a minimum and to the extent possible, that Suppliers will ask for clarification prior to the deadline for questions rather than make assumptions. Suppliers should also review section 1.8 of Part 1 (RFP Process) with respect to asking questions about the RFP. Where a Supplier's assumptions are inconsistent with information provided in the RFP, or so extensive that the total Bid cost is qualified, such Supplier risks disqualification by the City in the City's sole discretion.

NO COST INFORMATION SHALL BE INCLUDED IN THE BODY OF THE TECHNICAL PROPOSAL PORTION OF THE BID OR IT WILL BE REJECTED.

Suppliers should upload the requested Technical Proposal as a PDF attachment (unless otherwise specified in the sections below) where indicated in Part 4 - Form B in the online system.

The Proposal should contain the following items outlined in 1.2 – Technical Proposal Content below.

3. Technical Proposal Content

3.1 Evaluation of Mandatory Technical Requirements

Evaluation will apply to all Responses received. It will consist of a review to determine which Responses comply with all the Mandatory Technical Requirements as set out in Section 1 above.

3.2 Introduction and Executive Summary

(a) Letter of Introduction

Attach a letter introducing the Supplier and signed (or electronically signed) by the person(s) authorized to sign on behalf of and to bind the Supplier to statements made in response to this RFP. This should be the same authorized signing officer of the Supplier who is indicated in the submission form (Form A of Part 4).

(b) Executive Summary

The Supplier should provide a summary of the key features of the Technical Proposal.

Suppliers should have the appropriate staff, organizational structure, subject matter expertise, and financial and operational capacity to successfully deliver the SailPoint solution. The Supplier must demonstrate the ability to execute complex consulting engagements in a municipal or public sector setting and provide strategic recommendations to inform potential procurement and implementation decisions. The Supplier should also demonstrate experience managing comparable assessments and stakeholder engagements, and the capability to deliver on time and within scope.

3.3 Rated Criteria

3.3.1. Subsection 1 – Corporate History and Profile

To permit the Supplier to be evaluated fully as a viable and sound enterprise, include the following information with respect to the Supplier, and if applicable, for each Joint Venture member:

Part 4 – Form B - Technical Proposal and Qualifications

- (a) a profile and summary of corporate history including:
 - (i) date company started;
 - (ii) products and/or services offered;
 - (iii) total number of employees, with a focus on dedicated IAM/IGA professionals, support staff, and consulting teams;
 - (iv) major clients; and
 - (v) business partners and the products/services they offer.
- (b) a profile and summary of corporate history of any parents or subsidiaries and affiliates and the nature of the Supplier's relationship to them (i.e., research, financing and so on).
- (c) a copy of the Supplier's and if applicable for each Joint Venture member, Corporate Profile Report(s) (Ontario), or equivalent official record issued by the appropriate government authority

If the Supplier is a member of a Joint Venture, provide a description of the relationship(s) between Joint Venture members. Please note Part 1 – Section 3.14 regarding Joint Venture Bids.

- (d) The Supplier should demonstrate its commitment to diversity in its organization by providing:
 - (i) a company-approved supplier diversity policy that details the Supplier's commitment to an active supplier diversity program and describes a commitment to providing equitable access to subcontracting opportunities for diverse suppliers and demonstrated results of the policy; and
 - (ii) a company-approved diverse hiring policy describing the Supplier's commitment to a pro-active employment diversity program and demonstrated results of the policy.

- (iii) Diverse Supplier: If the Supplier is certified by a Supplier Diversity Organization, the Supplier should provide evidence of such certification.

3.3.2. Subsection 2 – Experience and Qualifications of the Supplier

It is important that the work be undertaken by a Supplier who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope.

Please note that where the skills/expertise/experience are being provided by a subcontractor or other legal entity apart from the Supplier, a Technical Proposal that does not include the information requested in this Subsection 3 for each such subcontractor or other entity will not be awarded full marks during the evaluation process.

- (a) In particular, the Supplier should demonstrate the following:
- (i) Experience of the Supplier with other similar projects
 - (ii) Necessary skills, experience and expertise in the design and delivery of the proposed total Solution, and, based on these skills, experience and expertise, how they will ensure that the proposed goods and services are appropriate for the use to be made of them as set out in this RFP.
 - (iii) Provide three (3) references for the purpose of evaluating the Supplier's experience and track record of success. Note that the City prefers references for solutions that are similar to the solution being proposed in response to this RFP. For example, solutions for the municipal/public sector, using the same or similar products proposed, projects of similar size, scale and complexity. Each reference should include:
 - the identity of the reference client organization;
 - a contact name and title, address and telephone number;
 - the size and nature of the client's business;
 - the number of years dealing with the client;

- a description of the project;
- the timing and duration of the Supplier's involvement in the project;
- the services that were provided by the Supplier (i.e. installation, support, training and/or project management);
- date of the project;
- details regarding the scale of the project; and
- client's URL address.

In providing references, Suppliers agree that the City can contact the individuals provided as part of the evaluation process. The City will make its own arrangements in contacting the references. Substitution of references will not be permitted after the close of the RFP.

References and Past Performance - The City's evaluation may include information provided by the Supplier's references and may also consider the Supplier's past performance on previous contracts with the City or other related Agencies, Boards or Commissions of the City.

3.3.3. Subsection 3 – Proposed Staff Team and Resources

It is important that the work be undertaken by a team who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope.

It is important that key project individuals (i.e. major areas of responsibility) be named, with accompanying indication of guaranteed availability. Continuity of key personnel will be required, with a contractual obligation for substitutions only with full written approval of the City.

(a) In particular, the Supplier should provide the following:

- (i) A list of key staff that the Supplier would propose to use for this work together with their professional qualifications, related project experience and an indication of their duties and responsibilities on this particular project.

- (ii) Include strategies and individuals that can fulfil the roles and responsibilities for any unforeseen events requiring replacement of team members.
- (iii) Attach resumes for proposed individuals
- (iv) Provide a statement of any conflict of interest, if applicable. Refer the Supplier Code of Conduct for information relating to conflicts of interest.
- (v) The Supplier should attach signed consent forms authorizing the disclosure of personal information to the City, or its designated agent(s), for any resumes that are submitted; however, the Supplier will accept all liability if signed consent forms and resumes are not disclosed to the City.

3.3.4. Subsection 4 – Proposed System/Solution

The Supplier should provide the following:

- (a) Outline how the proposed SailPoint solution (IdentityNow or IdentityIQ) will resolve identified client pain points related to identity lifecycle management, security controls, and compliance requirements.
- (b) Describe the key components of the proposed SailPoint solution, including the Identity Cube (centralized identity repository), Identity Governance capabilities (access management and certifications), automated Access Provisioning, and embedded Analytics.
- (c) Define the required infrastructure, including the deployment of Virtual Appliances (VAs) for SailPoint IdentityNow or server-based architecture requirements for SailPoint IdentityIQ, to support secure connectivity with on-premises systems and applications.
- (d) Describe the use of artificial intelligence and analytics to support access modelling, intelligent recommendations, and the identification of anomaly detection.

- (e) Lifecycle Management (Joiner, Mover, Leaver): Describe how the proposed solution will automate identity lifecycle processes to manage user access consistently and securely from initial onboarding through role changes and termination.
- (f) Application Onboarding: Identify the key enterprise applications to be integrated (e.g., Active Directory, SAP, and SaaS applications) and describe the connector types and integration methods (such as direct read/write or web services) that will be utilized.
- (g) Compliance and Access Certification: Explain how the solution supports automated access reviews, segregation of duties (SoD) policy enforcement, and audit-ready reporting to meet regulatory and compliance requirements.
- (h) Role-Based Access Control (RBAC): Describe the proposed approach for role discovery and role mining, and how the resulting roles will be maintained as actionable, sustainable, and business-aligned.
- (i) Phased Implementation Approach: Describe the proposed implementation approach, including a clearly defined phased rollout (e.g., Phase 1: Identity Cube establishment and automated provisioning; Phase 2: Access certifications and governance capabilities).
- (j) Data Security: Describe how the proposed solution protects data both in transit and at rest, including the security controls and standards applied.
- (k) Audit Logging and Reporting: Describe the solution's logging, monitoring, and reporting capabilities that support auditability and regulatory compliance.
- (l) Describe how the solution enforces least-privilege access principles to ensure users have only the access required to perform their assigned roles.
- (m) Training and Knowledge Transfer: Describe the proposed approach for training and workshop knowledge transfer to ensure administrators and end users are adequately prepared to effectively use and support the solution.

- (n) Support and Maintenance Model: Describe the proposed ongoing support and maintenance model, including service levels, escalation procedures, and vendor-provided maintenance and support services, as applicable.
- (o) Describe the approach to installing and configuring one (1) SailPoint Dev/QA environment, to test and demonstrate application and integration capabilities. Refer to Part 3 § 2.1.1 and 7.3.15.
- (p) Describe how your company manages project governance and communication channels during an implementation.
- (q) Describe how your company would implement connector build, implementation and authentication.
- (r) What is your strategy for Application Integration? How do you enable connectivity to key enterprise systems (e.g., AD, Azure AD, SAP, Salesforce, Service Now) for account aggregation and provisioning?
- (s) In accordance with Part 3 § 7.6, provide details to measuring and meeting performance metrics and service levels.
- (t) Describe how your company supports compliance requirements for regulations like GDPR, SOX, and HIPAA.
- (u) Describe how your company maintains detailed audit logs of all access changes, requests, and certifications for compliance reporting.
- (v) Describe how your company would automate the provisioning and deprovisioning of identities, including immediate termination of access upon contract end.
- (w) Describe how your company would perform system and environment implementation and configuration.
- (x) Describe how your company would perform Data Migration (Identity, privilege, groups, and related log data).

3.3.5. Subsection 5 – Work plan and Deliverables

It is important that the project is started and completed in an efficient and effective manner. The Supplier is requested to provide:

- (a) A detailed work plan indicating the project method, schedule, Gantt chart, tasks, and deliverables.
- (b) An estimated overall timeline of the project, including an indication of how soon you could commence work.
- (c) Key dates for major deliverables should be clearly defined in the Supplier's detailed work plan.
- (d) For each deliverable provide sufficient detail for the reviewers to evaluate the value of the effort expended.
- (e) Proposed project staffing over the assignment period should include numbers by "classification" for key staff as well as all other staff.
- (f) State assumptions regarding roles and involvement of City staff and the estimated amount of their time involvement.
- (g) Describe the methodology for monitoring project progress and reporting status to the City.

4. SECTION 2 – RATED CRITERIA**4.1 Scoring Criteria**

- 4.1.1.** Supplier responses will be evaluated and scored using the Scoring Criteria outlined in the table below. Supplier's responses will be reviewed, evaluated and assigned a numerical score ranging from a minimum of zero (0) to a maximum of five (5).

Table 1: Scoring Criteria

Score	Rating	Detailed Description
5	Excellent	Proposed implementation fully meets City's Requirement and relevant industry best practices/standards.
4	Good	Proposed implementation meets most of the City's requirement. Low risk per relevant industry best practices/standards.
3	Fair	Proposed implementation partially meets the City's requirement or addresses some but not all components of the requirement. Medium level risks identified per relevant industry best practices/standards
2	Weak	Proposed implementation falls short of meeting the City's requirement or only addresses few components of the requirement. Major risks identified per relevant industry best practices/standards
1	Poor	Minimal response, e.g., only statement of compliance with no substantiation. Proposed implementation is unacceptable.
0	Unsatisfactory	Nonresponsive (e.g., a statement and/or substantiation that doesn't address or is not relevant to the requirement). Does not offer an explanation or ability to answer the question and/or meet the requirement/s.

Part 4 – Form B - Technical Proposal and Qualifications

4.2 Evaluation Table

- 4.2.1.** Following assignment of Raw Scores to each Supplier's to each question, the scores will be weighted in accordance with the Weighted Scores table below. The following sections set out the categories, weightings and descriptions of the rated criteria for the RFP. Suppliers who do not meet a minimum threshold score will not proceed to the next stage of the evaluation process.
- 4.2.2.** Suppliers who receive a score of at least 75% (56.5 out of 75) for the Rated Criteria will proceed to calculation of the score for pricing. Suppliers' Proposals that score below the minimum mandatory score of 75% will be rejected and excluded from further consideration.
- 4.2.3.** The City will not have any knowledge of any information contained in the Part 5- Pricing Form until evaluations for the Technical Proposal portion of the Bid are complete and Suppliers have been short-listed. The City uses an electronic envelope for Part 5 within the City Online Procurement System which is only opened once Suppliers have been short-listed.
- 4.2.4.** Points for Stage 3 – Pricing will be calculated in accordance with the formula set out in Part 5 – Instructions to Pricing Form.

Table 2: Weighted Scores

Evaluation Criteria	Points Available
STAGE 1- MANDATORY SUBMISSION REQUIREMENTS (All Suppliers)	NA
All Responses must meet all Mandatory Submission Requirements in order to be evaluated. Responses failing to meet all Mandatory Submission Requirements will be disqualified.	
STAGE 2- MANDATORY TECHNICAL SUBMISSION REQUIREMENTS (All Suppliers)	NA

Part 4 – Form B - Technical Proposal and Qualifications

Evaluation Criteria	Points Available
All Responses must meet all Mandatory Technical Requirements in order to be evaluated. Responses failing to meet all mandatory submission requirements will be disqualified.	
STAGE 3 - RATED CRITERIA	
Letter of Introduction (All Suppliers)	N/A
Executive Summary (All Suppliers)	N/A
Subsection 1 – Corporate History and Profile a) Company Information – refer to § 3.3.1 (a) - (c) (2 points) b) Diversity Information – refer to § 3.3.1 (d) (2 points)	4 points
Subsection 2 – Experience and Qualifications of the Supplier a) Comparable project delivery experience - refer to § 3.3.2 (a) (i) (1 point) b) End-to-end solution delivery capability - refer to § 3.3.2 (a) (ii) (2 points) c) Relevant project references and success - refer to § 3.3.2 (a) (iii) (2 points)	5 points
Subsection 3 – Proposed Staff Team and Resources a) Skills and expertise of proposed staff - refer to § 3.3.3 (a) (i) and (iii) (3 points) b) Resource continuity and contingency planning - refer to § 3.3.3 (a) (ii) (2 point)	5 points

Subsection 4 – Proposed System/Solution <ul style="list-style-type: none"> a) Address lifecycle, security, compliance – refer to § 3.3.4 (a) (2 points) b) Core identity, governance, analytics – refer to § 3.3.4 (b) (2 points) c) Infrastructure and VA architecture – refer to § 3.3.4 (c) (3 points) d) AI driven access intelligence – refer to § 3.3.4 (d) (2 points) e) Automated joiner mover leaver – refer to § 3.3.4 (e) (2 points) f) Application onboarding integrations – refer to § 3.3.4 (f) (3 points) g) Compliance and access certification – refer to § 3.3.4 (g) (3 points) h) Role mining and RBAC strategy – refer to § 3.3.4 (h) (3 points) i) Phased implementation approach – refer to § 3.3.4 (i) (2 points) j) Data security controls – refer to § 3.3.4 (j) (2 points) k) Audit logging and reporting – refer to § 3.3.4 (k) (2 points) l) Least privilege access enforcement – refer to § 3.3.4 (l) (2 points) m) Training and knowledge transfer – refer to § 3.3.4 (m) (3 points) n) Support and maintenance model – refer to § 3.3.4 (n) (2 points) o) Dev/QA Configuration Approach – refer to § 3.3.4 (o) (2 points) p) Governance & Communication Approach – refer to § 3.3.4 (p) (2 points) q) Connector Implementation Approach – refer to § 3.3.4 (q) (2 points) r) Enterprise Application Integration – refer to § 3.3.4 (r) (2 points) s) Performance Metrics and Service Levels – refer to § 3.3.4 (s) (2 points) 	55 points
--	-----------

Part 4 – Form B - Technical Proposal and Qualifications

Evaluation Criteria	Points Available
t) Regulatory Compliance Support Approach – refer to § 3.3.4 (t) (2 points) u) Audit Logging & Compliance Reporting – refer to § 3.3.4 (u) (2 points) v) Identity Provisioning & Deprovisioning – refer to § 3.3.4 (v) (2 points) w) System & Environment Configuration Approach – refer to § 3.3.4 (w) (3 points) x) Identity & Access Data Migration Approach – refer to § 3.3.4 (x) (3 points)	
Subsection 5 – Work plan and Deliverables a) Project approach, schedule, and deliverables – refer to § 3.3.5 (a), (b), (d), (e), (f), (g) (3 points) b) Clear milestone dates for key deliverables – refer to § 3.3.5 (c) (3 points)	6 points
STAGE 4 – COST	
Pricing (See Part 5 for details)	25 points
Total Points	100 points