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RFP No. Doc5605278085

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## PROJECT OVERVIEW

### 1. **Background**

- 1.1 The Technology Services Division in the City of Toronto is currently looking to acquire SailPoint software suite of modules to implement enhanced access management to monitor and control user access and to reduce internal Directory Services complexity by consolidating Active Directory domains. The City is looking for a Supplier who has an extensive experience, ideally with government organizations, in the marketplace to provide SailPoint modules licensing, implementation, integration and effective support of the licensed software.
- 1.2 The qualified and experienced identity security SailPoint software solution provider will significantly advance the City's ability to support Client Divisions on their journey to safeguard against cyber threats linked to granting technology access to a diverse workforce.
- 1.3 The City currently uses Novell e-Directory to lookup and authenticate users and assign access rights for applications. The City's current e-Directory infrastructure was built more than 20 years ago and was geared towards requirements that were relevant then and not now. Many elements of this area are outdated and needs to be reassessed for the purpose of conducting a major overhaul and decommissioning of Novell e-Directory. Without an infrastructure modernization from Novell E-Directory to SailPoint, we risk serious disruptions in most of the critical business processes of the City.

### 2. **In Scope**

- 2.1 The Scope of Work outlined in this RFP encompasses the licensing, implementation, integration and effective support and maintenance of the SailPoint modules as described in in this document.
- 2.1.1. The scope of this RFP includes services to supply:
- (a) The SailPoint software to be implemented in the City Datacentres

- (b) Licensing of the SailPoint software modules that include:
  - (i) SailPoint IdentityIQ Identity Security
  - (ii) SailPoint IdentityIQ for ACF2 Mainframe
  - (iii) SailPoint IdentityIQ for ServiceNow Service Catalog
  - (iv) SailPoint IdentityIQ for ServiceNow Service Desk
  - (v) SailPoint IdentityNow for BeyondTrust Password Safe
- (c) Implement configuration of the SailPoint modules as modern platforms aligned with recent technologies on Production and QA/Testing environments, allowing the City an easier, faster and above all much more secure platform for managing authentication and authorization parameters.
- (d) Work with City's team to configure and develop a solution based on SailPoint to replace current IDM including:
  - (i) Synchronize Identity information across multiple directories, including OpenText/MicroFocus eDirectory, Active Directory and Entra ID
  - (ii) Automatically provision User ID in corresponding directory / domain hierarchy based on user attributes such as name, department/division and other key information
  - (iii) Implement User provisioning and SSO for various Linux and Unix operating systems.
  - (iv) Implement integration with SAP SuccessFactors for automated user lifecycle management
  - (v) Implement batch identity provision using flat file
  - (vi) Implement web based role based portal web site for account admin, system admin, HR and end users

- (vii) Implement customized identity management workflows for process automation.
- (viii) Deploy SSPR and self-served user information update portal
- (ix) Implement integration with ServiceNow for ITSM process automation
- (x) Provision/manage identities and Groups in Entra ID
- (xi) Dynamic groups support
- (xii) Group management delegation and Access review/recertifications.
- (xiii) Implement SSO integration with ADFS/Entra ID
- (xiv) Implement advanced Security and Governance features, Usage/Security/Audit report and SEIM integration SEIM

2.1.2. The configuration of the solution will include capabilities that cover Access Certifications and Reports along with Account and Entitlement Management for ACF2, ServiceNow and BeyondTrust.

The configuration will also include user provisioning/de-provisioning with each connector.

2.1.3. The ACF2 configuration will include the following features:

- (a) User aggregation, including connections to ACF2 groups (based on UIDs)
- (b) Group aggregation based on:
- (c) UIDs in ACF2 rules
- (d) ACF2 Roles X-ROL
- (e) ACF2 Sources X-SGP (for DB2 users)
- (f) Create and update ACF2 Users

- (g) Enable and disable ACF2 users
- (h) Connect or disconnect an ACF2 user to a group (based on UID, Role, or Source)
- (i) Change ACF2 users' passwords and passphrases
- (j) Aggregation and provisioning of ACF2 user-defined fields
- (k) TLS support and Mutual TLS

#### 2.1.4. Client authentication

The ACF2 configuration will include client authentication, which validates every incoming request from the provisioning engine before executing the request.

- (a) Customizable account aggregation managed by the ACF2 application.
- (b) Access requests and remediation of X-ROL and X-SGP Entities for ACF2
- (c) Entitlement aggregation includes roles (X-ROL) by default
- (d) Aggregation of sources (X-SGP)
- (e) Request a new role for an account while removing an existing source from an account
- (f) Request a new source for an account while removing an existing source from an account (if configured)
- (g) Provision X-ROL and X-SGP as entitlements for ACF2.
- (h) Integration with existing systems for managing authentication and authorization parameters (e.g., AD, Microsoft Entra ID, Intune or Airwatch, etc.)
- (i) allowing users/application to securely authenticate and authorize within the City's services.
- (j) Break dependency on a very old and potentially unreliable solution (e-Directory).

- 2.1.5. The Successful Supplier must deliver the specified Product(s) & Services in accordance with its Bid, without substitution or deviation.
- 2.1.6. If the Product(s) do not function as warranted and the problem cannot be resolved to the satisfaction of the City, then the Product(s) & Services may, at the sole discretion of the City, be returned for a full refund.
- 2.1.7. Successful Supplier will provide the relevant licensing, maintenance and support and warranty as specified in the Purchase Order / CRO at the price specified in Part 5 – Price Form during the Term of the Contract.

**2.2 Licensing information**

- 2.2.1. The supplier shall provide the needed licensing for all SailPoint software on tier based by year format totaling 43,000 licenses:
  - (a) Year 1 will include 10,000 Licenses
  - (b) Year 2 will include an additional 15,000 License
  - (c) Year 3 will include an additional 18,000 License

**3. Out of Scope**

- 3.1 Any requirements not outlined in this document of the RFP are considered out of scope.

## PROJECT SERVICES AND DELIVERABLES

### 4. Project Management

#### 4.1 Project Management Governance

- 4.1.1. The Supplier and the City each agree to designate a Project Manager from their respective organizations with adequate authority and full technical competence to deal with matters relating to the Services and Deliverables to be provided under this RFP in relation to the SailPoint modules implementation. The Project Managers will, on behalf of their respective parties and in accordance with this RFP, use all reasonable efforts to co-ordinate the timely supply, delivery, and performance of the Services and Deliverables. Both parties' Project Managers are authorized to deal with the day-to-day matters related to the delivery of the Services and Deliverables.

#### 4.2 Supplier Project Management Responsibilities

- 4.2.1. The Supplier Project Team will be responsible for the build, timeliness, formal progress reporting, Project performance report to the City Project Manager and/or his Designates, at a minimum of once weekly and more frequently if the situation warrants, including meeting/interviewing with City staff throughout the Project as required.
- 4.2.2. The Supplier will be responsible for maintaining clear communication with City Personnel throughout the duration of the Project.
- 4.2.3. The Supplier shall submit a detailed Project Plan within two (2) weeks of issuance of the City's Purchase Order. This Project Plan should align with the RFP and include specific timelines, the Services, Deliverables, and all the resource assignments. The City will review the Project Plan and may require it to be modified before it is accepted by the City.
- 4.2.4. The Supplier has overall responsibility for the planning and delivery of the Services and Deliverables.

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4.2.5. The Supplier will work with the City's team to develop a Communication Plan. The Supplier and the City will jointly create the Communication Plan and will define the following:

- (a) Communication channels, structure and frequency of meetings within the Consolidated Project Team.
- (b) How the Scope of Work will establish a reliable means of ensuring visibility and co-operation, by communicating status and updates on a bi-weekly basis at a minimum.
- (c) The processes, methods, and tools required to ensure timely and appropriate collection, distribution, and management of information; and
- (d) Leveraging existing City's communication channels through which to regularly release the Project information.

4.2.6. The Supplier shall thoroughly review the provided artifacts related to the existing Novell e-Directory modules & associated integrations and proactively perform fit-gap analysis to identify any changes between the new SailPoint and current Novell e-Directory modules, identifying gaps and pain points. The Supplier is responsible for reporting these issues early in the Planning & Implementation phase (section 7.3) and collaborating with the City to define them promptly. It should be understood that any design decisions that result in changes to the onboarding processes could have a significant impact on the time, Scope of Work and cost of the Project. The Supplier will be responsible for communicating the impact of those changes to the City as early as possible.

4.2.7. The Supplier's Project Manager will be responsible for:

- (a) Serving as the key contact for the City;
- (b) Co-ordinating the delivery of the Services, Deliverables, and identifying City resources that may be required to work on the Project, specifying skill sets, dates and work hours.



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- (c) Updating the Project Plan as required for the approval of the City's Project Manager, and/or his designates, ensuring that all activities remain on track and that the Services and Deliverables are completed within the timeframes and boundaries described by the SOW.
- (d) Providing meeting minutes.
- (e) Taking direction from the City's Project Manager, and/or his designates, throughout the Project.
- (f) Managing and/or replacing their Project staff assigned to the Project when so requested by the City, as it deems this necessary, and for whatever reason. No Supplier Personnel assigned to or working on the Project will be removed by the Supplier from the Project without the prior written consent of the City Project Manager's, and/or his designates.
- (g) Requiring written Notice of Acceptance, for each Deliverable from the City before it can produce an invoice for payment.

**4.3 City Project Management Responsibilities**

4.3.1. The City's Project Manager, and/or his designates, will be responsible for:

- (a) Serving as the key contact for the Supplier.
- (b) Approving the Supplier's Project Plan.
- (c) Providing clarifications and instructions to the Supplier throughout the Project.
- (d) Monitoring the Supplier's delivery of the Services.
- (e) Overall direction, management, and leadership of the Project for the City.

#### **4.4 Project Quality Assurance**

- 4.4.1. For each Project document to be delivered, the City and the Supplier will agree upon the document templates to be used early on in the Project. This will ensure the required content and format of each document is acceptable to the City. The Supplier, when possible, will work with the City during the creation of each document deliverable. The intent is that the Supplier does not create a document in isolation then present a completed draft of a document when completed. The intent is that the Supplier will work with the City throughout the creation of a document to ensure that the Supplier and the City are in agreement with the content of the document. The Supplier will present best practices and solutions in each Deliverable.
- 4.4.2. The Supplier will have the technical documents reviewed by the City SMEs. The intent of this review is to ensure that the technical solution proposed is in compliance with the city's architecture and business processes.
- 4.4.3. Before the Supplier officially submits a document to the City for feedback, the Supplier will review the document for spelling, grammar, and formatting consistencies. This Supplier review will happen twice on each Deliverable; the first time the document is presented to the City, and when presented for final review and sign-off. If additional iterations of review of a document are required, the Supplier will not delay the presentation of the document to the City for the next review by having a technical writer review the document at that time. These iterative documents will be considered works in progress and time is typically of the essence. The Supplier acknowledges that all formatting, spelling, and grammar may not be completely accurate, but the concept and idea is what is to be reviewed by the City. The final version of the document will ensure that it is of the required quality.
- 4.4.4. The revised version of each Deliverable should be updated with revisions highlighted using the Track Changes features. This revised version is then used to review the comments. If required, a separate meeting may be held to discuss specific questions or comments to gather more information on the comments.
- 4.4.5. Accepted comments will be updated in the final version of the Deliverable.

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- 4.4.6. When the City provides comments back to the Supplier on a document, the Supplier will ensure that each comment is addressed, by replying to the comment and addressing the comment in the content of the document. The City is responsible for ensuring that its reviewers review the document in its entirety, validate the comments, and present a unified set of comments to the Supplier that require the Supplier to act upon.
- 4.4.7. Once confirmation of the revised version is received, clean copies, without the highlighted changes, are submitted for formal acceptance. Any outstanding comments and questions should be closed.
- 4.4.8. During the explore and realize phases of the project, periodically, when possible, the Supplier will do the demo of the features and processes built on the new SailPoint modules so that the City can validate that the functionality being developed will meet their needs. This allows for changes to the designs to be made earlier in the development cycle, reducing costs of rework during later phases of the development cycle.

**4.5 Project Planning and Scheduling**

**4.5.1. Develop Implementation Plan**

- (a) The Supplier, in collaboration with the City, will develop a detailed project plan as part of the planning/prepare phase.
- (b) The Implementation Plan will include all the tasks, schedules, project governance, resources, milestones, the number of days or months required for Project monitoring, progress reporting, sustainment, Release Management, cutover and implementation services.
- (c) During the planning and scheduling process and throughout the project's execution, special consideration will be given to opportunities to optimize the plan for the Scope of Work.

**4.5.2. Develop and Maintain Project Schedule**

- (a) The Supplier will develop a detailed Project Schedule for the activities related to the Scope of Work. The Project Schedule will be developed using Microsoft Project and will include Project tasks, durations, dependencies, and resources and target start and end dates and key milestones. The Project Schedule will identify key milestones for system design, development, testing, training, and sustainment and Go-live for the City's to ensure the requirements set out in the RFP are met.
- (b) The Supplier will develop a first draft of the Project Schedule within two (2) weeks of the Project Initiation Date. Then, a schedule review workshop will be conducted with the City's Project Team to align and harmonize with city's schedule. Key activities or dependencies associated with the City's Project Team will also be reflected. Other dependencies, such as City of Toronto holidays, expected staff training periods, and seasonal impacts on staff availability, will be discussed and introduced into the Project Schedule.
- (c) Following approval of the initial schedule, the Project Schedule will then be updated on a bi-weekly basis. As a part of each Project Schedule review, the Supplier's Project Schedule will be updated to reflect the status of City tasks.

**4.6 Project Monitoring and Progress Reporting**

**4.6.1. Develop Monthly Progress Report**

The Supplier will submit a monthly progress report for work completed in the preceding month for which a Notice of Acceptance has been provided to the City's Project Manager. This report will detail:

- (a) Tasks completed and progress made.
- (b) Expected work for the coming month.
- (c) Key risks/issues and their impacts on schedule, Scope of Work, or cost.

- (d) Any key decisions or City tasks required in the next month.

**4.6.2. Participate in Weekly Progress Meetings**

- (a) The Supplier will attend weekly progress meetings with the City's Project Team. The Supplier Project Manager, or an assigned designate, will attend to provide updates, identify issues, answer questions, and request information.
- (b) The Supplier will collaborate with the City's Project Manager to develop a standing agenda for the weekly meetings. The Supplier will issue an agenda for each meeting. The agenda will include a review and update of the following logs:
  - (i) Decision Log Updates
  - (ii) Request for Information Log Updates
  - (iii) Deliverable Review Log Updates, and
  - (iv) Risk and Issue Log Updates

**4.6.3. Participate in Monthly Project Status Review Meetings**

The Supplier will attend scheduled mandatory monthly review meetings with the City's Project Team to review the Supplier's performance based on Deliverables and contractual agreements. During these meetings, the Supplier will provide an update on the current status of the Project. The Supplier shall also identify any issues or risks that could impact the Project, covering both immediate concerns and potential future risks.

**4.6.4. Participate in Miscellaneous Meetings**

- (a) In addition to bi-weekly progress meetings, additional as-needed meetings may be required at the City's sole discretion.
- (b) The Supplier will assist the City's Project Manager in developing an agenda for each meeting and generate meeting notes that provide a high-level discussion of the meeting topics. These meeting will be conducted on an as-needed basis to

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address specific Project issues. All miscellaneous meetings between the Supplier and City staff related to the project must be requested and organized through the City's Project Manager, to control volume and avoid unnecessary Supplier engagement. The City Project Manager will approve the Supplier participants for the meetings.

**4.7 Team Members**

The tables below identify the roles that may be needed for the Project and may be subject to change as needs dictate throughout the Project.

*Table 1: City Project Team Members*

Role	Responsibility
Co-Sponsors	Provide direction and advice for decision-making purposes, resolve issues and clear roadblocks, champion the project, and raise concerns.
City Project Manager	Manage and have primary responsibility for the City's Scope of Work Deliverables. The City's Project Manager is the Supplier's primary Project contact.
Stakeholders	Responsible for reviewing project deliverables and plans and providing input and feedback. Accountable for completion of project activities assigned to their respective teams
Solution Architect/BA	Responsible to analyze the City's Business requirements and define IDM features and workflows; develop/update the business operation procedures to adopt the new IDM platform.
Tester	Responsible for documenting test cases based on operational scenarios and execute them.
Change Management Lead	Articulates, executes, and lead the organizational change management strategy while providing support and guidance on building change management capacity and capability in the

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Role	Responsibility
	organization to enhance the success of this transformative change project.

*Table 2: Supplier Project Team Members*

Role	Responsibility
Project Manager	Manages Project for Supplier, single point of contact.
SailPoint Technical Lead Consultant	Lead and conduct workshops, develop To-Be solution, install, configure, customize, lead cutover plan, document configuration workbooks, etc
Integration/ Technical Lead Consultant	Document Integration diagrams, integration architecture, Build integrations and complex connection configurations.
Integration/ Technical Developers	Build integrations, perform unit tests document integration specifications, and build connection configurations.
QA Analyst	Develop comprehensive test plans, lead the tracking, managing, and reporting of defect fixes.
Training Development Consultant	Lead the coordination of training and development of curriculum

**4.7.1. Team Member and Key Personnel Requirements**

- (a) The Supplier shall ensure that all Team Members and key personnel proposed in the RFP submission are authorized to work in Canada and are available to work on-site at City's Sites a minimum of two (2) days per week, with the possibility of additional on-site days as required at the sole discretion of the City.

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- (b) Suppliers are advised that the use of onshore team members and key personnel in the delivery of the Services and Deliverables is preferred.
- (c) Should any of the Team Members and key personnel proposed in the RFP submission become unavailable during the course of delivering the Services and Deliverables, the Supplier shall provide a suitable replacement with equivalent qualifications and experience. The proposed replacement Team Member and key personnel will be subject to review and approval by the City at its sole discretion.

**4.7.2. Language Requirements**

Supplier must provide Team Members, key personnel and resources who are proficient in English.

**4.7.3. Location and Work Hours**

- (a) Location - The work shall be carried out at City Sites, or virtually/remotely or at other locations, at the City's sole discretion.
- (b) Work Hours - Services shall generally be performed within the following timeframes:
  - (i) Primary Hours: on Working Days during an 8-hour period between 9:00 AM and 5:00 PM ET.
  - (ii) Off-Hours: The City anticipates that there may be some requirements for performance of Services outside of the primary hours described above. Such requirements may arise as a result of critical Project deadlines or other requirements. The City will provide reasonable advance notice to the Supplier of any such requirement. Such off-hours may include hours outside of the primary hours described above or on weekends.



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**4.7.4. Business Requirements**

The Supplier will provide the Services and any Deliverables required to satisfy the requirements identified in this RFP, which includes detailed SailPoint modules configuration, process maps, and required functionality and features. Workshops will serve as the primary mechanism for the Supplier to confirm, retrieve, and extract the requirements necessary for the Project.

**4.8 Workshops**

**4.8.1. Overall Workshop Responsibilities**

- (a) The Supplier will be responsible for the following workshop activities and tasks:
  - (i) Planning and conducting workshops to finalize the business requirements.
  - (ii) Providing workshop materials, including agendas, required resources, participants list, and any necessary documents, five (5) Working Days prior to the workshop.
  - (iii) Documenting and circulating action items, decisions, and workshop minutes. Action items and decisions will be circulated immediately after each session, and full minutes within three (3) Working Days after the workshop.
  - (iv) Use the SailPoint Development or QA Environment to configure with the onboarding processes, approved by the City, to explain concepts, ideas, and functionality in leading workshops.
  - (v) Use of Microsoft PowerPoint or Supplier reference material as necessary to present ideas or concepts.
  - (vi) Maintaining a Decision Log to document key decisions. Each workshop outcome will include a summary of decisions and artifacts to close any requirement gaps and facilitate decision-making.

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- (vii) Updating relating Technical Documents after each meeting to reflect the additional level of detail defined during the workshop.
  - (viii) Identifying and reflecting outcomes and decisions from the workshops in the relevant project documents, subject to City review and approval.
- (b) The City will be responsible for the following workshop activities/tasks:
  - (i) Reviewing and approving the agenda, ensuring relevant personnel and subject matter experts are prepared to make decisions during the workshop.
  - (ii) Recording sessions and circulating workshop recordings.
  - (iii) Reviewing and approving the action items, decisions, and minutes.

**4.8.2. Requirement Workshops**

- (a) The Supplier will conduct targeted workshops as required by the City with the City Project Team to gather the business requirements and further define the details of each requirement during elicitation. The intended purpose of these workshops is to provide the Supplier with the necessary information to configure SailPoint modules. The Supplier will reflect on past decisions, maintain a Decision Log, track changes and their impact on City, monitor Common Configurations updates, and ensure these are communicated to the City.

**4.8.3. To-be Process Validation Workshops**

- (a) The Supplier will conduct targeted workshops with the City's Project Team to confirm features that will be implemented in this project; to validate, define and develop "to-be" business processes leading to fit/gap analysis, which will serve as the basis for operations after SailPoint modules implementation. These processes will also define Test Scenarios and inform end-user training approach, content and materials.

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- (b) Following each “to-be process” workshop, the Supplier will create or update to-be process flow diagrams. Each workshop will include a summary of decisions and artifacts to finalize pending to-be processes and facilitate decision making.

**5. Organizational Change Management**

**5.1 Organizational Change Management Support**

As part of the Organization Change Management (“OCM”) for the SailPoint project, the Supplier’s Project Manager will provide SailPoint modules specific communications content in the form of program status reports, informational workshops, Documentation, manuals and/or other activities as directed by the Organizational Change Management Lead throughout the Project. The Supplier’s Project Manager will work with the City’s OCM lead as identified by the City’s Project Manager.

**6. Documentation Requirements**

- 6.1.1. The Supplier shall provide all Documentation required as part of the project management Deliverables throughout the project management phases including discovery, prepare, explore, realize, deploy and close out. Vocabulary should be consistent throughout the Documentation.
- 6.1.2. The Supplier shall provide all Documentation required as the City’s Scope of Work Deliverables, including but not limited to Documentation for workshops, architecture diagrams, workbooks, As-built documents, system integrations, data loading, QA testing, environment management and sustainment, knowledge transfer, and organizational change management. Vocabulary should be consistent throughout the Documentation.
- 6.1.3. The Supplier shall provide electronic copy versions of all requested Documentation. The format of any electronic Documentation must be supported by the City’s authoring tools and must be current, complete, and accurate.

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**7. Project Implementation**

**7.1** The following outlines the list of phases and activities. The Deliverables are specified under each section, and the Scope of Work of the implementation is divided into the following, and as further described below phases:

- (a) Initiation
- (b) Planning & Implementation
- (c) Training Strategy and Plan
- (d) Monitoring & Controlling
- (e) Closure

**7.2 Initiation Phase**

- 7.2.1. Supplier will engage the City's project team to understand the current system architecture and business process.
- 7.2.2. Supplier will provide a preliminary assessment of the City's Novell e-Directory solution
- 7.2.3. Develop a high-level deployment roadmap and initial project plan that outlines the steps and timeline for the implementation.
- 7.2.4. The Supplier will officially start the project with a kick-off meeting to align all stakeholders on the project's goals and objectives.
- 7.2.5. The Supplier will provision the SailPoint modules in City's QA Environment located in the City's Datacenters.
- 7.2.6. The Supplier will define the project governance in consultation with the City's Project Manager, start the project, onboard the resource, define the role and responsibilities for Supplier team members and detail the management plans for the project.

**7.3 Planning & Implementation Phase**

- 7.3.1. The Supplier will focus on validating the solution and identifying any gaps between the SailPoint processes and the City's requirements.
- 7.3.2. The Supplier will conduct workshops to review the SailPoint processes and determine how well they fit the City's needs. The Supplier will organise the workshops to identify gaps and pain points that may require customization.
- 7.3.3. The Supplier will validate the solution functionality within the project scope to ensure it meets business requirements. This involves demonstrating the standard processes and gathering feedback from stakeholders.
- 7.3.4. The Supplier will collaborate with the City to review the current state system architecture and design future state architecture diagrams.
- 7.3.5. The Supplier will identify any gaps between the SailPoint processes and the organization's specific needs, document these gaps, and determine the necessary customizations or features to address these gaps.
- 7.3.6. The Supplier will update the management plan document, plan sprints, and get approved by the City.
- 7.3.7. The Supplier will begin initial configuration and design activities based on the outcomes of the workshops. This includes setting up the SailPoint modules to reflect the agreed-upon processes.
- 7.3.8. The Supplier will collaborate with the City and SailPoint to configure, test, and validate the new SailPoint modules incrementally and iteratively to ensure it meets the business requirements identified in the previous phases.
- 7.3.9. The Supplier will work with the city's SMEs to configure the SailPoint modules based on the requirements gathered during the requirement workshops phase. This includes configuring SailPoint processes and programs, data models, business rules, and process

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workflows in multiple iterations. The Supplier will customize and create new configurations wherever required as per the requirements gathered.

7.3.10. The Supplier will review the workbook and process maps of SailPoint and do the necessary build to ensure that the City's processes are implemented in the new modules.

7.3.11. The Supplier will collaborate with City to review the new features and functionalities offered by SailPoint and adopt as required by the City.

7.3.12. The Supplier will provide the fixes for defects being raised during testing of processes and integrations. Any product related defect will be raised by the Supplier with SailPoint directly and provide the fix the City to test.

7.3.13. The Supplier will work with the City's SMEs to prepare for the transition to the Production Environment, including finalizing documentation, materials, and support plans.

7.3.14. The Supplier shall appoint a QA person to collaborate with City's QA lead and SMEs to manage the project testing activities. For testing to be deemed successful, the City shall confirm in writing, with respect to each testing activity, its acceptance of the test plans, Test Cases and scenarios, test data, and, upon completion of testing, a Notice of Acceptance of test results and any remaining unresolved defects/issues.

7.3.15. The City's Scope of Work will undergo a series of progressive testing, as defined in the following paragraphs:

(a) System Test Plan

(i) A system test plan will be developed by the Supplier in collaboration with City's QA lead to document how the Supplier will approach functional and integration testing activities in alignment with the City's master test strategy in the City's Scope of Work. The City requires that there is traceability between the testing and the requirements. This plan will describe how traceability will occur and how traceability will be presented to the City.

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- (ii) The test plan will include User Acceptance Testing and how this activity will occur. This will include the responsibilities of the City and Supplier during UAT, the tasks for creating the Test Scenarios and Test Scripts, the recommendations on City personnel to perform the tests, and the test issue resolution process.
- (b) Testing Execution
  - (i) Unit Testing: Unit Tests will be performed by the Supplier and City assigned staff during the System deployment process.
  - (ii) Features Functional and Regression Testing: Functional and regression testing determines whether the Configuration applied meets the related requirements. It is performed by a Supplier's Functional Architect or Solution Architect, in collaboration with a designated City staff. Sets of functionalities will be tested together. Multiple functional tests are performed throughout the implementation as Configuration is applied and becomes ready for testing. Functional tests do not cross between processes, nor do they cross between modules.
  - (iii) The Supplier will prepare a requirements traceability matrix based on the business requirements and updated requirements from the workshops. This matrix will be used to track that all requirements have been tested and met. Issues will be logged in the issue log and provided to the City for tracking. Functional issues can result in redesign or reconfiguration of System components. This means that further Documentation updates may be required and will be made as appropriate.
- (c) End-to-End Testing
  - (i) Once the functional testing is complete, all the Configurations are looked at holistically. End-to-end testing spans processes and modules and will be performed by the City Project SMEs in collaboration with Supplier.

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- (ii) The Supplier will support creation of an end-to-end test plan of Test Scenarios and Test Cases based on the business requirements provided by the City and updated requirements from the workshops. Each requirement (or a group of requirements) in the document will correspond with a Test Scenario and a Test Case. This list will include which business processes will be addressed in each test, what applications, modules and integrations will be required for each test, and a general description of the test itself. This description will provide basic information about the test and what it is created to accomplish.
- (iii) The list will be provided with the following information for each test:
  - Test Name
  - SailPoint Module
  - Integrations (if any)
  - Business Process Reference
  - General Description
  - Description of expected outcome
  - Roles involved
  - Test Scenario, Test Cases, and Test Scripts (if partial)
  - Test Completion Report
- (iv) Documentation of the End-to-End testing will follow a similar procedure as the Functional Testing. Issues will be handled in the same manner. Completion of testing and results will be documented in Excel by the Supplier and by the City.



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(d) User Acceptance Testing

- (i) The Supplier will follow the testing procedure as set forth within the City's IT Software Testing Standard and Methodology.
- (ii) The City is responsible for Test Scenario development with Supplier's support. The Test Scenarios must be able to be completed with the System under the scope of the Configuration completed for the City's Scope of Work. The Supplier will review these Test Scenarios and indicate whether they are suitable for proceeding to testing. If not, the Supplier will indicate what needs to be modified. The City will make these modifications to the Test Scenarios.
- (iii) The Supplier in collaboration with City will develop Test Cases for the Test Scenarios identified. The Supplier is responsible for developing Test Scripts which will provide the steps of operation within SailPoint modules to complete the Test Scenario.
- (iv) The City will review the test results and consolidate the results to eliminate duplicates, eliminate non-issues, before providing the results to the Supplier.
- (v) The City shall ensure that defects will be documented with relevant details as much as possible, as in some cases underlying technical details may not be obvious to the test team.

Defects description will include:

- Steps taken to replicate the defect;
- Clear description of defect;
- Screenshots of defect;
- Identification of requirement not met;

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- Expected result that was not met.

Failure to provide this information can result in the Supplier requesting retests to be performed, requesting missing information, or dismissing the test results.

- (vi) The City will assign an initial severity and priority to each of the identified defects at the defect meeting based on the assessment of the test lead, The Supplier will assess the defect and categorize the defects using the following criteria:

- Can the defect be replicated?
- Is the defect consistent with other testers?
- Is it a defect or an enhancement request?
- Will the defect prevent the successful use of the System?

- (vii) The defects will be reviewed at the regularly scheduled defect meetings.

- (viii) The City, with agreement from the Supplier, will then assign a final categorization to the defect based upon the Supplier's assessment, IT Tester's findings, and the Project Manager's input on its impact on the Project Schedule, etc.

- (ix) A resolution plan will be identified for each defect that the Supplier has not yet addressed and that was not rejected or considered an enhancement. The City will retest with whatever Test Cases the City deems relevant.

#### **7.4 Training Strategy and Plan**

- 7.4.1. The Supplier is required to provide necessary support to develop a Training Plan. The Training Plan will include the Supplier's strategy and approach to provide knowledge transfer, training activities, the intended audience, and any tools/equipment/supplies

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required. The Supplier is to provide a timeline for delivery of the proposed knowledge transfer and training activities. The Supplier shall also provide a training resource as a training manager to report to the City's designated training lead.

7.4.2. The Training Plan shall provide details of the training sessions including developmental activities, implementation timelines and the Acceptance criteria for evaluation. It shall also include an evaluation strategy to measure and assess City personnel's level of adoption and proficiency.

7.4.3. Supplier shall make Training available in several formats and specific to the target audience. The following delivery methods will be provided as the available options:

- (a) Instructor-led classroom Training (on-site)
- (b) Virtual Instructor-led Training (remote)
- (c) Virtual Training

7.4.4. The Training Plan shall include, but not be limited to the following:

- (a) Class specific training schedule (including modules required to train)
- (b) Training audience
- (c) Acceptance criteria for training evaluation
- (d) Training evaluation strategy
- (e) Material to evaluate training effectiveness through participant feedback and assessments
- (f) Timeline for delivery of the Training Plan
- (g) Required tools/equipment/supplies for training delivery

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- 7.4.5. Training materials are to be developed specifically for the City by the Supplier and submitted to the City for review and approval. The Supplier shall make available to the City all training material in hardcopy and electronic formats. Training materials should also be delivered in a portable document format and native format. It is expected that the Supplier will update the training material in case when any Configuration is changed, including but not limited to the screens.
- 7.4.6. All virtual recorded training sessions will be delivered in mp4 format.
- 7.4.7. City will develop its own separate OCM Training Plan, leveraging on Supplier's Training Content and Materials.
- 7.4.8. The overlap of responsibilities between the Supplier and City regarding training materials development, training delivery and evaluation shall be described in City's OCM Training Plan. City's OCM Training Plan shall also provide details on training logistics.
- 7.4.9. City's OCM Lead shall work with Supplier to ensure alignment of the training evaluation to industry best practices.
- 7.4.10. End-User Training Sessions
- (a) The Supplier and the City in collaboration, will provide end-user training. The Supplier will also provide Train-the-trainer sessions to the City's training personnel to enable the City to deliver end user training in future, as required.
  - (b) Wherever possible, the Supplier will re-use existing training material developed by prior projects revised specifically to reflect the City's requirements and Configuration. As mentioned earlier, these will be submitted to the City for review and approval.
  - (c) Final alignment of training sessions will be reviewed after design phase is completed, to ensure updates are reflected.

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7.4.11. The Supplier will provide the following Instructor led Training course Deliverables and sessions:

**1. Training Delivery Formats & Sessions**

- **Live Instructor-Led Sessions:** Expert-led, real-time training delivered virtually (e.g., Teams Meeting) or in-person.
- **Private Instructor-Led Training:** Dedicated, private sessions for team-specific training delivered on-site or online.
- **Public Scheduled Sessions:** Enrolling in scheduled multi-day courses to learn alongside peers.
- **Navigate Skilled Sessions:** Full-day, in-person technical workshops featuring hands-on labs and presentations.

**2. Core Training Deliverables & Resources**

- **Hands-On Lab or QA Environments:** Access to a training sandbox, such as a cloud-hosted or downloadable Virtual Machine (VM), to work through realistic scenarios.
- **Course Materials:** Curated content including slide decks, activity guides, and exercise documentation.
- **Expert Instruction:** Training delivered by SailPoint-certified instructors providing immediate feedback and interactive Q&A.

**3. Curriculum and Modules**

- The training spans several key areas, particularly for IdentityIQ and Identity Security:

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- Foundation: Introduction to SailPoint, tool components, and basic architecture.
- Installation & Configuration: Mandatory configurations, tool installation, and GUI overview.
- Application Onboarding: Authoritative and non-authoritative app onboarding, JDBC, LDAP, and connectors.
- Identity Lifecycle Manager (LCM): Account management, workflows, and lifecycle events.
- Governance & Compliance: Access certifications, policies (SoD), and reporting.
- Advanced Concepts: Debugging, troubleshooting, custom tasks, and Role-Based Access Control (RBAC).

**4. Support and Enabling Resources**

- Training Units (TUs): Prepaid units for easy registration and tracking of ILT classes, valid for 12 months.
- Access Passes: Short-term access to additional on-demand learning content for pre/post-class reinforcement.
- Support & Mentoring: Direct access to instructors during the session.

**7.5 Implementation Phase**

The Supplier will collaborate with the City to transition the tested SailPoint modules configuration and all its associated integrations in scope to the Production Environment and prepare for Go-Live.

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**7.5.1. Final System Preparation**

The Supplier will ensure the new SailPoint modules and associated integrations are fully configured as per City's requirements.

The Supplier will develop the migration/ go live plan for City's review and approval.

**7.5.2. Cutover Planning and executing**

- (a) The Supplier will execute the cutover plan.
- (b) The Supplier will provide support during the Go-Live period to address any issues that arise and ensure a smooth transition.

**7.5.3. Data and configuration migration**

- (a) The Supplier will complete the migration.
- (b) The Supplier will complete the necessary configuration.
- (c) If a defect is identified at any stage, the Supplier will provide a fix, which will undergo testing until it is accepted by the City.

**7.5.4. Release Management**

- (a) Supplier will be required to assist in creation and/or update of the following Documentation for the IT Change Management process with respect to Release Deployment to the Production Environment:
  - (i) Sustainment Team will assist the Project Team on creating and scheduling a Change ticket with CAB team for review and presentation.
  - (ii) A Release Deployment Plan approved and signed off by the City must be provided. Supplier will assist Sustainment in preparing Release Deployment Plan.

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- (iii) Back-Out Plan, which has been tested by the Supplier and validated (signed off) by the City (the “Back-Out Plan”).
- (b) All activities related to TRA, PIA, DAST, Pen Tests and other assessments need to be completed by City Team in collaboration with the Supplier and provided to Sustainment Team.
- (c) User assessment testing by providing Test Scripts / Cases to the users to perform tests. A test completion report with success needs to be provided by the Supplier and Project Team to Sustainment as part change / release document.
- (d) The Supplier shall provide up to 24 hours of assistance in development of the Release/Deployment plan and up to 24 hours of assistance in development of the Back-Out Plan. City staff will approve the Supplier resources used to support the Release activities.
- (e) City will use the above Deliverables and incorporate them into the City’s IT Release Management Process. Release Management is the process that entails the management, planning, scheduling, and controlling of an entire software build through every stage and environment involved, including testing and deploying software releases.

**7.5.5. Post-Go-Live and HyperCare Support**

The Supplier and the City will develop a detailed service transition plan to satisfy the service transition requirements. Service transition plan will include the type of support required. The City will collaborate with the Supplier to assist in understanding the City’s internal processes around Change Management. Additionally, the Supplier shall provide a warranty for the System. The warranty period will last for 90 days, starting from Final Notice of Acceptance is provided to the Supplier.

**7.6 Monitoring & Controlling Phase**

**7.6.1. Warranty and Support Services**



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The Supplier is expected to satisfy the following warranty and support requirements:

(a) Warranty and Software Maintenance

The SailPoint modules with integrations are to be made available to the City in a fully tested Version and Release that is available on agreed upon implementation roadmap between the City of Toronto and the supplier.

(b) Solution Warranty

When any Release is first moved into the Production Environment and Final Notice of Acceptance has been provided for all of the applicable components, a minimum ninety (90) day warranty period shall commence in relation to all components of that Release (the “Warranty Period” for that Release). During the Warranty Period for any Release, Support Services relating to that Release, will be provided by the Supplier at no additional cost to the City during the warranty period.

In the event of any breach of this warranty, the remedies available to the City shall include, but not be limited to:

- (i) the Supplier repairing the affected Deliverable so that all requirements for that Deliverable set out in the Agreement are met;
- (ii) the Supplier replacing the Deliverable with a new Deliverable that meets requirements for the original Deliverable set out in the Agreement;
- (iii) the Supplier granting or securing for the City or its authorized agent permission to make any modifications necessary to make the Deliverable compliant with the applicable requirements and arranging for any necessary waivers of moral rights or other intellectual property rights to make such modifications.

The Agreement will provide for the warranty provisions to survive cancellation or other termination of the Agreement.

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In addition, the City may in its sole discretion choose to call upon the Supplier to provide on-site technical support for services that are not otherwise included in the Warranty Period.

**(c) Software Support**

Software Support provided by the Supplier includes the provision of:

- (i) all enhancements made to each component of the System made by the Supplier (or its Suppliers) including new Versions and Releases; and
- (ii) access to all updated support materials including System Documentation, manuals and help functions.

The City at its discretion may choose not to deploy new Versions. If the City chooses not to upgrade, the then-current support agreement shall remain in effect for up to 3 years.

**(d) Implementation Support**

When the Software Support and Maintenance described in the preceding Section results in any modification to the System that necessitates modifications or enhancements to any Customization (forming part of the System or working in conjunction with the System and to the extent not already covered above), the making of those modifications forms part of the Implementation Support to be provided by the Supplier.

**(e) Technical Support Levels**

The Supplier shall provide the City with technical support needed for the smooth functioning of the System during the implementation.

*Table 3: Technical Support Levels*

Support Tier	Description
Tier 1 Support	Support is provided by the City to address issues relating to the use of the System. An evaluation process is executed to determine the nature and severity of the issue. The issue will be resolved by Tier 1 Support or escalated to Tier 2 Support

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Tier 2 Support	Support at this level is provided by the Supplier, and is provided in relation to issues that are not resolvable by Tier 1 Support and causing reduced function of the application and business units. Tier 2 Support is required to be staffed to support business operations beyond Tier 1 when necessary to the completion of the issue. Issues that cannot be resolved by Tier 2 Support will be escalated to Tier 3 Support.
Tier 3 Support	Support at this level is provided by the Supplier, and is provided in relation to issues that are not resolvable by Tier 2 Support and any catastrophic conditions related to the System. These issues could be related to application function, underlying data engine, or operating system errors. Issues of this nature require immediate expert attention from application and infrastructure architects, analysts and software engineers. Due to the nature of the issue and its impact on business function and operation, 7/24/365 Tier 3 Support is required.

**7.6.2. Support Service Levels**

- (a) The City intends to perform Tier 1 Support Services for all aspects of any instance of the System immediately following Final Notice of Acceptance and will triage and attempt to resolve any issues encountered prior to initiating calls to the Supplier for support. However, the Support Services offered by the Supplier should permit staff designated by the City on technical and non-technical matters to make an unlimited number of inquiries and should not be limited to a specific number of incidents, inquiries, or responses.
- (b) The following Support Services are to be provided by the Supplier as part of the provision of Tier 2 Support Services and Tier 3 Support Services:
  - (i) toll free telephone access and a single dedicated service and support email address to the City (single point of contact for trouble reporting);
  - (ii) instant access to round-the-clock information and online help via web (e.g., support notes to assist with troubleshooting, technical tips, how to avoid

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- common pitfalls, bug reports and status of reported bugs). Any support services offered through the Supplier's electronic channels should be kept current;
- (iii) escalation to the Supplier's technical support staff and relevant subject matter experts for incident resolution; and
  - (iv) an escalation path that includes recourse to and the involvement of company executives for chronic or high priority issues.
- (c) The Supplier is to assign adequate resources to resolve any incidents relating to the System reported by the City or otherwise identified by the Supplier within the response time. The Supplier is to agree to assign a technical account manager along with a backup to ensure that clients always have access to an authorized person to resolve any issues. The technical account manager, along with other resources assigned to the City, are to be responsible for gaining an in-depth knowledge and understanding of the System-specific business rules and requirements as well as gaining knowledge of the City infrastructure. The technical account manager is to use this knowledge to manage the delivery of all Support Services required under the Agreement and is to work with the City's client over the telephone and if required on-site to ensure support requirements are met. The technical account manager's responsibilities should include, but are not limited to:
- (i) sharing System-related technical information with City Personnel;
  - (ii) using knowledge gained to design and improve support service plan;
  - (iii) proactively providing Support Services and allocating resources to mitigate risks associated with the System implementation;
  - (iv) providing an enhanced level of monitoring and alerting, security checks, performance checks and network health check reviews;

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- (v) managing an incident escalation process with the City and be responsible for escalating and monitoring any unresolved issues;
  - (vi) coordinating new Releases, Versions and enhancements;
  - (vii) providing a service improvement plan for Services that breach an applicable service level in three consecutive months;
  - (viii) provide reports on support and service management to the City for the following as requested:
  - (ix) provide postmortem reports with corrective actions and steps to prevent re-occurrence (permanent solutions) of incidents involving the System;
  - (x) provide postmortem reports with corrective actions and steps to prevent re-occurrence (permanent solutions) at the request of designated City of Toronto personnel;
  - (xi) provide performance reports relating to the System and its support to the City monthly, quarterly, annually or as requested by the City;
  - (xii) provide updates for ongoing or active priority one incidents unless otherwise agreed in writing by the City and the Supplier in relation to a given incident.
- (d) When an incident is reported to the Supplier, the Supplier is to record and provide the City's authorized Technical User with a unique incident number. The Supplier is to provide updates regarding specific incident(s) and maintain on-going communications with service desk Personnel until the incident has been resolved. The Supplier shall confirm with the City's authorized technical User(s) that the incident has been resolved prior to closing the incident. The City may request a service improvement plan for systemic issues as required, and upon receipt of any such request, the Supplier will provide the plan.

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- (e) The Supplier should make recommendations based on their current support levels and indicate any gaps as appropriate.
- (f) Incident and problem prioritization is to be deemed by the City based on the following definitions:

*Table 4: Incident Priority Definitions and Service Levels*

Incident Priority	Priority Definition	Service Level
Priority 1	A “Priority 1” Incident will be declared when any component of the System is totally inoperable causing total system failure and/or automatic unrecoverable data loss.	Acknowledgement Time is a maximum of 15 minutes from the inquiry being made by the City.  Resolution Time for a Priority 1 Incident is a maximum of two (2) hours from its Acknowledgement Time.
	Provide updates as to status/progress.	Every thirty (30) minutes
Priority 2	A “Priority 2” Incident will be declared when one or more of the System’s critical functionalities (e.g., records capture, access control, records search and retrieval, audit logging, failure of application logic enforced by configurable business rules etc.) is not functioning properly (i.e. a partial loss of operability). These situations are usually controllable with a work around established.	Acknowledgement Time is a maximum of two (2) hours from the inquiry being made by the City.  Resolution Time for a Priority 2 Incident is eight (8) hours from Acknowledgement Time.
	Provide updates as to status/progress.	Every one (1) hour

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Incident Priority	Priority Definition	Service Level
Priority 3	A “Priority 3” Incident will be declared when one or more of the System’s non-critical functionalities is not functioning properly (e.g., not being able to create report(s), not being able to change role of an existing User(s) etc.) and has little effect on the larger business continuity.	Acknowledgement Time is a maximum of four (4) hours from the inquiry being made by the City.  Resolution Time for a Priority 3 Incident is on the second Business Day from its Acknowledgement Time.
	Provide updates as to status/progress.	Every eight (8) hours
Priority 4	A “Priority 4” Incident will be declared when in relation to any incident that is not Priority 1, Priority 2 or Priority 3 or when the City requests for information (i.e. need advice on the System, planning, installation, requested a report on number of incidents, requests for information / questions etc.).	Acknowledgement Time is within eight (8) hours from the inquiry being made by the City. Resolution Time for a Priority 4 Incident is within five (5) Working Days from its Acknowledgement Time.
	Provide updates as to status/progress.	N/A
	The Supplier’s service desk agent is to be available 24 x 7 x 365, including Ontario holidays, Eastern Standard Time and should answer the City client in accordance with the following time frames.	Expected level of response to first call is ninety-five percent (95%) of the calls.  Abandoned percent less than five percent (5%)  Average speed of answer ninety percent (90%) of calls answered within one hundred and twenty (120) seconds.

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Incident Priority	Priority Definition	Service Level
Service Desk Availability		Two (2) minutes average telephone response for call placed to the Service Desk ninety percent (90%) of the time.

**7.6.3. Service Reporting**

- (a) The Supplier will prepare the service reports for the City in electronic or hardcopy (as directed by the City). The format of each report must be commercially reasonable and acceptable to the City.
- (b) Incident Metrics:
  - (i) Unique incident number;
  - (ii) Client name (City (including the applicable organizational unit within the City) and contact name);
  - (iii) Severity level of incident;
  - (iv) Date opened;
  - (v) Technician assigned;
  - (vi) Update of As-built Document for the fix;
  - (vii) Trouble details reported;
  - (viii) Status;
  - (ix) Resolution details;
  - (x) Date closed; and
  - (xi) Update of As-built Document for the fix.



#### 7.6.4. On-Site Technical Support

- (a) After Final Notice of Acceptance of any single instance of the System primarily for the use of one of the City, in its sole discretion, may require some ad-hoc on-site technical support related to services which are not covered by the Warranty. This additional technical support is available for any single instance of the System as of the first day of its Warranty Period. The Supplier is therefore to make available, at the City's discretion and option, the following ad hoc on-site technical support personnel upon request by the City:
  - (i) solution architect;
  - (ii) configuration specialist; and
  - (iii) any other required roles as identified in the relevant Statement of Work.

#### 7.6.5. New Products, Patches, System Upgrades

The Supplier should make new products available to the City with supporting Documentation (including access to online help), as they become available, that are in Scope of Work of the System and support the System (i.e., that provide additional functionality to products forming part of the System).

#### 7.6.6. Responsibilities for Sustainment Activities

The following is the agreed upon responsibilities between Supplier and City in terms of sustainment and is subject to periodic review.

- (a) Throughout the course of the Project, the sustainment activities will be scheduled and carried out as required. Sustainment activities include the maintenance of the software components for the Solution. This effort will be collaborative between the City and Supplier. The Supplier will provide the primary responsibility for recommending what maintenance is applied and the City will assume full responsibility for all updates made to the environments and the software and hardware stack.

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- (b) The City will be responsible for the backups of the environments and related databases. The Supplier will communicate the backup requirements and frequency for each environment during the course of the Project.
- (c) The Supplier will oversee all environment installation, configuration, implementation and migrations and will be responsible for code management, across the same environments. The environment matrix will be modified, and As-built Documentation will be delivered after the installation activities have been completed. This Documentation will be maintained by the City after Acceptance of the Deliverable.
- (d) Supplier will assist the City with support and review of the service transition plan.

**7.7 Project Closure**

- 7.7.1. The key objective of the Project Closure phase is to acquire from the City its Final Notice of Acceptance of the Solution, provide lessons learned from the City's Scope of Work, provide information as related to the Project Plan and other Supplier Documentation as required to the City's Project Manager for archival purposes and, where applicable, for management and closure of the City's Scope of Work.
- 7.7.2. The Supplier will ensure that all work is complete, Documentation updated, knowledge transitioned to the city's staff, and then provide input to the City for development of the lessons learned and project closure Documentation.
- 7.7.3. Additionally, the Supplier shall create a completion report that documents all Deliverables under warranty, ensuring that all warranty items are fully accounted for.
- 7.7.4. Final Notice of Acceptance from the City of the Solution is required prior to proceeding with final payment.

## DEFINITIONS

**“Acceptance”** means: (i) in the case of any Deliverable that is to be subject to an Acceptance Test hereunder, the completion of such Acceptance Test to the reasonable satisfaction of the City; and (ii) in the case of any other Deliverable and any Service to be provided by the Supplier to the City hereunder, the determination by the City, acting reasonably, that any such Deliverable or such Service has been provided to the City in a form which appears to meet all applicable requirements set out in the Agreement.

**“Acceptance Test” or “Acceptance Testing”** means testing by the City in order to validate that the requirements for a Deliverable, including business, functionality, Configuration, interconnectivity, and security requirements, have been successfully achieved.

**“Accepted”** means, with respect to a Deliverable, the City has provided a Notice of Acceptance to the Supplier.

**“ACF2 Mainframe”** means a set of programs from Computer Associates that enable security on mainframes.

**“Agreement”** means the written contract or Form of Professional Services Agreement executed between the Successful Supplier and the City.

**“As-built”** means the Documentation or artifacts that capture the final state of a system, application, or infrastructure as it was implemented. This includes any modifications, Configurations, or deviations from the original design made during deployment, serving as a reference for future maintenance or upgrades.

**“Back-Out Plan”** means approach that specifies the processes required to restore a system to its original or earlier state, in the event of failed or aborted implementation.

**“Consolidated Project Team”** means a joined Project Team comprised of City Personnel and the Supplier Project Team.

**“Communication Plan”** means the document describing the strategy for addressing any communication needs and issues relating to the Project.

**“Configuration”** means a set of tasks required in order to activate functionality for any products forming part of the Solution without the need for any Customization. Support for any Configurations will be included as part of the Project as further detailed in this RFP.

**“Customization”** means any changes that result directly or indirectly in a modification or creation of any proposed SailPoint feature and that are required to be made in order for the applicable components of the SailPoint modules to meet any applicable requirements under this RFP and subsequent SOW, including the workbooks.

**“Decision Log”** refers to a communication tool which documents how a decision was reached, options considered, and who approved the decision.

**“Deliverable”** means any software, documents, reports or other materials in any tangible, written, electronic or other form, to be developed, prepared or provided by the Supplier to the City under the SOW, and includes any Documentation.

**“Development Environment”** means the SailPoint Development Environment used by the Supplier and the City staff located in the City Data Center for the development, unit testing and demos.

**“Division”** means a business unit of the City.

**“Documentation”** means all documents (regardless of how embodied) that are related to or that are reasonably required to enable the City to use, or to obtain the benefit of, any hardware or software or any Services as part of the Solution, and includes without limitation all reports.

**“HyperCare Support”** means a post-Go-live stabilization period.

**“Final Notice of Acceptance”** means the written notification provided by the City to the Supplier confirming the completeness and adequacy of any components of the System that are installed and implemented as a single instance following the successful and satisfactory completion of any and all Deliverables at which point any applicable warranty period shall commence. A Final Notice of Acceptance shall be substantially in the form of Schedule “Form of Agreement” of the RFP.

**“Go-live”** refers to the event whereby Final Notice of Acceptance is provided to the Supplier and every site scheduled for implementation of the applicable components of the System is completely promoted to the Production Environment and is ready for operational use by the City.

**“Implementation Plan”** means a document describing the plan of approach for the different activities of the Project.

**“Knowledge Transfer”** means training that may be accomplished using a variety of means including, but not limited to, providing detailed Documentation, demonstrations, walkthroughs, mentoring and coaching.

**“Notice of Acceptance”** means the written notification to be provided by the City to the Supplier in confirmation that the City has accepted a Deliverable.

**“Offshore”** refers to the use of any personnel located outside of North America for the delivery of the Services and Deliverables.

**“Privacy Impact Assessment”** or **“PIA”** is an in-depth review and analysis of a project, program, technology system, and/or process and is intended to identify and resolve privacy risks throughout the design or redesign of a technology, system, program or service.

**“Production Environment”** means the live operational SailPoint instance with all modules, features, Configurations, customizations, integrations, data, and users that are in-scope for the City’s Scope of Work. The Production Environment also encompasses the broader platform required to operate the System on an ongoing basis, consisting of all necessary software components, hardware, and physical infrastructure.

**“Program Roadmap”** means a high-level graphical representation of a program's direction. It encompasses the initial divisional implementations that are planned in the coming years.

**“Project”** means the Enterprise Work Management Project and related Services and Deliverables as more particularly described in this RFP and as it relates to the City’s Scope of Work.

**“Project Initiation Date”** refers to the date on which the City gives notice to the Supplier that work can begin on the Scope of Work defined in this RFP.

**“Project Schedule”** means the detailed document created in Microsoft Project describing the project timeline and resource allocation required to complete the tasks in the Project Plan and provide the Solution.

**“Project Team”** means those representatives who will be assigned to perform any responsibilities relating to the conduct of the Project.

**“QA (Test/Pre-Production) Environment”** means a close to production SailPoint instance environment.

**“Quality Assurance”** or **“QA”** means a procedure or set of procedures for preventing mistakes or defects in any application or system and avoiding problems in the provision of any services relating to the application or system.

**“Release”** means various components of the System, or revised versions of any such components, that are tested and deployed concurrently into the Production Environment.

**“Release Deployment”** means the set of processes and activities aimed at scheduling and controlling the movement of Releases to the Production Environment.

**“Cut Over Plan”** means a plan document/process that fulfills the following objectives: To deploy the build, features, and their components into the live Production Environment. This process is also responsible for migrating data, training end-users and operating staff and circulating information/ Documentation on the newly deployed Release or the services it supports.

**"Release Management"** means the process that entails the management, planning, scheduling, and controlling of an entire software build through every stage and environment involved, including testing and deploying software releases.

**“Scope of Work”** means the tasks, Services, and Deliverables required for the completion of the Solution as set out in this RFP.

**“Services”** means any of the Professional Services or other services that are required to be performed by the Supplier for the City in order to meet the requirements as set out in the Agreement and in this RFP and subsequent SOW.

**“Solution”** means collectively the System and Services to be procured by the City, that will set out and meet the requirements of the RFP, and that will be provided by the Supplier in compliance with the Agreement to be made pursuant to the RFP.

**“Supplier Project Team”** means those representatives of the Supplier who will be assigned to perform any responsibilities relating to the conduct of the Project.

**"Sustainment Team"** means the City's IT personnel (TSD and Divisional) with the responsibility of modifying and updating the software application after delivery to correct faults and to improve performance.

**“System”** means the Base Product, together with any alternative components, additional components and optional components, and includes any interfaces or modules, whether provided by way of Configuration, Customization or otherwise, and all applicable Documentation.

**“Test Scenario”** means a statement describing the functionality of the application to be tested;

**“Test Cases”** means a documented set of preconditions (prerequisites), procedures (inputs / actions) and post conditions (expected results) which a tester uses to determine whether a system under test satisfies requirements or works correctly.

**“Test Scripts”** means a set of instructions that is performed on a system under test to verify that the system performs as expected.

**“Training”** means training that is delivered in a modular format (e.g. beginner, intermediate, advanced).

**“Training Plan”** means a detailed plan for the training of City Personnel on various aspects of the Solution.

**“TSD”** means the City’s Technology Services Division.

**“Unit Test”** is a fundamental activity within the broader process of modifying a system. It involves testing individual components or functions in isolation to ensure they work as expected. Any task that involves system changes is not considered complete until the unit test has been successfully executed and validated.

**“Regression Test”** means an individual component, function or process step works to meet the City’s requirement and does not impact related component, function or process step.

**“End to End Test”** means all the configurations and components are tested at holistically spanning related processes and modules.

**“User Acceptance Test” or “UAT”** is the testing regimen that occurs immediately prior to acceptance of the system by the City.