

Security Guard Service – Increase to the Value of the Contract and Purchase Order

Date:	September 23, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library (TPL) Board approval for an increase to the total value of the Garda World security contract that was awarded in August 2018, and to also increase the value of the purchase order (PO) for the ad-hoc security guard service provided by Garda. The current contract was awarded for a three-year period commencing on September 1, 2018, with the option for two additional one-year renewals, subject to satisfactory performance and at the sole discretion of the City Librarian.

During the first year of the contract there have been several security events and activities that have required additional security coverage above and beyond what was included in the contract resulting in the need to increase the PO amount. There is also a need to increase the PO amount for the cost of ad-hoc security services, part of which is already included in TPL's operating budget, which covers guard service for construction sites, crowd control for events and other one-off activities. The total value of the increase to the PO for the first year is \$0.578 million, which results in a budget pressure of approximately \$0.478 million.

It is anticipated there will be a continuing need for greater security coverage for the remainder of the contract, as well as for on-going ad-hoc guard services. Over the full five-year term, the total PO commitment value is being increased by \$2.231 million, comprised of \$1.543 million for the contract award and \$0.688 million for ad-hoc services.

As the total increase is above the City Librarian's delegated signing authority, Board approval is required.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

- 1) approves an increase to the purchase order commitment for security guard services to Garda World for an amount of \$2.231 million, excluding Harmonized Sales Tax (HST), which includes \$1.543 million for the contract for stationed guards and mobile coverage and \$0.688 million for ad-hoc security coverage comprised of:
 - (a) increases in the value of the current three-year contract with Garda World for stationed guards and mobile service by:
 - (i) \$0.290 million for a total of \$2.454 million for the period September 1, 2018 to August 31, 2019;
 - (ii) \$0.300 million for a total of \$2.560 million for the period September 1, 2019 to August 31, 2020;
 - (iii) \$0.311 million for a total of \$2.659 million for the period September 1, 2020 to August 31, 2021; and
 - (b) increases in the value of the two optional one-year renewals with Garda World for stationed guards and mobile service by:
 - (i) \$0.318 million for a total of \$2.712 million for the period September 1, 2021 to August 31, 2022;
 - (ii) \$0.324 million for a total of \$2.766 million for the period September 1, 2022 to August 31, 2023; and
 - (c) Increases in the value of the purchase order with Garda World for ad-hoc security coverage by:
 - (i) \$0.288 million for the period September 1, 2018 to August 31, 2019;
 - (ii) \$0.100 million per year for each of the remaining 4 years of the contract, including the two optional years.

FINANCIAL IMPACT

The contract for security services is for a three-year term with the option for two additional one-year extensions. The increase in value for the contract for each of the

years is outlined in the chart below, for a total increase of \$2.231 million comprised of \$1.543 million for the contract award and \$0.688 million for ad-hoc services.

Service Period	Current Contract Amount Cost (\$ Millions)		Required Contract Amount Cost (\$ Millions)		Increase in Contract Amount (\$ Millions)		
	Standard Coverage	Ad-Hoc Events	Standard Coverage	Ad-Hoc Events	Standard Coverage	Ad-Hoc Events	Total
September 1, 2018 to August 31, 2019	\$ 2.164	\$ -	\$ 2.454	\$ 0.288	\$ 0.290	\$ 0.288	\$ 0.578
September 1, 2019 to August 31, 2020	2.260	-	2.560	0.100	0.300	0.100	0.400
September 1, 2020 to August 31, 2021	2.348	-	2.659	0.100	0.311	0.100	0.411
Subtotal - First Three Years	6.772	-	7.673	0.488	0.901	0.488	1.389
September 1, 2021 to August 31, 2022	2.394	-	2.712	0.100	0.318	0.100	0.418
September 1, 2022 to August 31, 2023	2.442	-	2.766	0.100	0.324	0.100	0.424
Subtotal - Optional Years	4.837	-	5.479	0.200	0.642	0.200	0.842
Total	\$ 11.609	\$ -	\$ 13.152	\$ 0.688	\$ 1.543	\$ 0.688	\$ 2.231

The Board approved the award of contract for security guard service in 2018, with a total potential commitment value of \$11.609 million, and the first year amount of \$2.164 million is included in TPL's 2019 operating budget.

Though TPL's approved 2019 operating budget also includes \$0.100 million annually for ad-hoc security, this was omitted from the report on the award of contract approved by the Board. To rectify this, the \$0.500 million (\$0.100 million annually) for ad-hoc security service is being added to the PO as an administrative correction and is not a budget pressure.

As noted in the chart above, the total increase to the PO in the first year is \$0.578 million, of which approximately \$0.478 million will be the budget pressure and this will be managed by underspending in other areas, including utilities. The actual 2019 budget pressure will be slightly different as the contract years are different from the fiscal years.

For fiscal 2020, the budget pressure is approximately \$0.300 million and this is addressed in the proposed 2020 Operating Budget submission, included in a separate report at this meeting.

The Director, Finance & Treasurer, has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The provision of security guard service aligns most closely with Strategic Plan priority *#6 Transforming for 21st Century Service Excellence*.

DECISION HISTORY

At its meeting on August 16, 2018 the Toronto Public Library Board approved the [award of contract to Garda World](#) for a three-year contract with two optional one-year renewals.

ISSUE BACKGROUND

Toronto Public Library's strategies to address issues and incidents are three pronged, proactive, preventative and reactive. The proactive approach focuses on staff training, community partnerships, onsite security and various policies and procedures to manage and address issues as they occur. The preventative measures include addressing environmental conditions and making facility improvements and design improvements to prevent incidents. The reactive approach is addressing incidents as they occur by applying additional guard coverage, the use of mobile guards and police services.

As a part of the Garda World security contract awarded in 2018, the Library was to provide regular stationed security guard coverage in 32 branches. Mobile support in the form of four dedicated mobile units is also provided to support coverage at the remaining 68 branches and to supplement coverage and to provide supervision and training at the 32 branches with stationed guards. Ad-hoc coverage is also used to provide security services to address one-off incidents, coverage at construction sites, crowd control coverage at events and other activities.

This ad-hoc security coverage was developed to support the reactive approach and events and incidents as listed above. Though there was budget allocated to ad-hoc guard coverage, this amount was not added to the contract PO that was issued for guard services. This ad-hoc budget is currently in the amount of \$0.100 million. The initial PO that was issued was only for stationed guards and mobile coverage; therefore, an increase in the PO is required to include this ad-hoc coverage.

Due to a number of violent incidents at or in close proximity to certain branches across the city, Toronto Public Library has either increased the guard coverage, added net new coverage or supplied coverage for a specific period of time to address a specific event or incident at a branch. In some locations guards have been provided for a set period of time until behavioural patterns change and the situation is calmed or

eliminated. In other cases, as the community has changed additional guard coverage has been provided on a more permanent basis, subject to review. As such, there is a need to increase the standard security coverage contract. This increase in the budget for standard contracted security budget is addressed in the draft 2020 Operating Budget included in a separate report at this meeting.

The increase in the PO, which includes both the already budgeted ad-hoc amount and the adjusted budget increase, is in the amount of \$0.578 million for the first year and \$2.231 million for the full five years of the contract, which includes two optional years.

COMMENTS

The requirement for continued guard coverage is reviewed regularly by Public Service. Going forward, Public Service will be reviewing the process by which guard coverage is added and/or altered, along with the use of the four mobile units to ensure the most efficient and effective deployment of security services across the system.

The review will also be contemplating the level of guard coverage (standard guards versus high profile guards) at the existing 32 branches, and the need to potentially add several new locations to the stationary guard service, hence the increase to the base contract amount.

One of the changes that has already been implemented is increased reliance on the four mobile units to assist with short-term security incidents at the branches. For certain incidents and types of responses this replaces reliance on ad-hoc guard coverage, which in most cases introduces new guards that would need to be trained. Mobile units are staffed by high-profile guards who are already trained and aware of our policies and procedures.

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SIGNATURE

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