



REQUEST FOR PROPOSALS (RFP)
For
Organizational Review and Operational Assessment

RFP Number: TLC-12-26
Date Issued: May 28, 2026
Closing Date: June 25, 2026

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1.0 Introduction

1.1 RFP Overview

The Town of Labrador City invites proposals from qualified, professional, and experienced consultants or consulting firms to undertake a comprehensive Organizational Review and Operational Assessment of the municipal corporation.

The successful proponent will be expected to provide a clear, organization wide current state analysis of the Town's structure, operational functions, service delivery models, and staffing levels. The review shall also include practical, evidence based recommendations to enhance organizational effectiveness, efficiency, and long term sustainability, considering the unique realities of operating in a northern, resource based municipal environment.

2.0 Objectives

2.1 Objective

The objective of this Organizational Review is to:

- (i) assess the Town's current organizational structure and operational model
- (ii) evaluate service delivery approaches and staffing levels
- (iii) identify strengths, gaps, inefficiencies, and areas of organizational risk
- (iv) ensure clarity of roles, responsibilities, and reporting relationships
- (v) support appropriate alignment between Council's governance role and administrative operations; and
- (vi) provide practical, phased recommendations to enhance organizational effectiveness, resilience, and service delivery outcomes.

2.2 Scope of Work

The successful proponent shall, at a minimum, be required to complete the following tasks:

2.2.1) Organizational Structure Review

- a) review the Town's current organizational structure and alignment of departmental responsibilities
- b) validate and document the existing organizational chart
- c) assess spans of control, supervisory capacity, and role clarity across the organization.

2.2.2) Service Delivery and Staffing Assessment

- a) review how municipal services are currently delivered across departments
- b) assess staffing levels, workload distribution, and operational capacity
- c) identify duplication, gaps, or inefficiencies in service delivery.

2.2.3) Future Needs and External Pressures

- a) assess projected service needs and staffing requirements looking up to ten (10) years into the future
- b) provide commentary on legislative, regulatory, and external pressures impacting municipal operations
- c) evaluate the Town's capacity to respond to anticipated future demands.

2.2.4) Organizational Design Options and Recommendations

- a) develop a series of recommendations related to current and future organizational structure and staffing
- b) present organizational design options outlining advantages and disadvantages
- c) provide recommendations to:
 - (i) clarify roles and responsibilities
 - (ii) improve service delivery to residents
 - (iii) establish appropriate staffing levels
 - (iv) strengthen communication and coordination across departments
 - (v) support staff development and organizational sustainability.

2.2.5) Facilities and Workplace Considerations

- a) consult with Council and senior management regarding municipal facilities and workplace arrangements
- b) assess how facilities and workspace configurations impact operational efficiency and public service delivery.

2.2.6) Implementation Planning

- a) develop a prioritized, phased implementation roadmap outlining short, medium, and long-term actions, including sequencing, dependencies, and key decision points;

b) identify risks, resource implications, and change management considerations associated with implementation;

No direct external public consultation is required as part of this scope of work. Any external or community consultation may be proposed as a valued service and will not form part of the mandatory evaluation criteria.

3.0 Final Deliverables

The final deliverables shall include, at a minimum:

- a validated current organizational chart
- a comprehensive Organizational Review Report outlining findings and analysis
- a set of clear, prioritized recommendations with associated effort and impact assessments
- a five-year implementation roadmap
- visual graphics illustrate key observations, organizational options, and implementation priorities; and
- a presentation of findings and recommendations to Council or Committee of the Whole.

All deliverables, supporting documentation, and work products shall become the property of the Town of Labrador City.

4.0 Schedule

Proponents shall outline a proposed project schedule, including key milestones and deliverables. The Town anticipates commencing the project in Summer 2026, with completion of the organizational review in Fall 2026.

5.0 Timeline

The proposed deadlines for key aspects of this RFP are as follows (as may be amended by The Town of Labrador City at its discretion):

Item	Description	Date
1	Questions/Comments	June 11, 2026
2	Proposal Submission	June 25, 2026

6.0 INSTRUCTIONS AND INFORMATION FOR PROPONENTS

6.1 Closing Date and Location

Proposals must be received by 3:00PM (local Labrador City time)
June 25, 2026 at the following address:

Town of Labrador City
P.O. Box 280, 317 Hudson Drive
Labrador City, A2V 2K5
Email: cashier@labradorcity.ca

The time for Closing will be conclusively deemed to be the time shown on the clock used by the Town of Labrador City for this purpose.

6.2 Form of Proposal Submissions

6.2.1 Hard Copy Submission Requirements

Proponents are required to submit their proposal ("Proposal") in a sealed envelope to the address above.

The RFP number and title must be clearly shown on the envelope or in the email subject line.

Faxed submissions will not be considered. It is the responsibility of the Proponent to ensure that the Proposal has been received by the Town of Labrador City.

6.2.2 Digital Submission Requirements

Proposals may be submitted electronically via email to cashier@labradorcity.ca. To ensure the security and confidentiality of your submission, the following requirements must be met:

a) **File Format:**

- Submissions must be in PDF format. Additional supporting documents may be included in commonly accessible formats (e.g., Excel, Word, or JPEG) as necessary.

b) **Passcode Protection:**

- All digital submissions must be passcode-protected to ensure confidentiality of respondent's bids.

- Passcodes shall be remitted in a separate email sent to mturpin@labradorcity.ca; this email must be received no later than within 1 hour of the closing date.
- c) **Email Subject Line:**
- Respondents must use the following subject line format: "**TLC-12-26: Organizational Review and Operational Assessment - [Company Name].**"
- d) **File Size:**
- The total size of all attached files must not exceed 20MB. If your files exceed this limit, please provide a link to a secure cloud storage platform (e.g., OneDrive, Google Drive) with restricted access.
- e) **Submission Deadline:**
- Proposals must be received by June 25, 2026, at 3:00pm local time. Late submissions will not be considered.
- f) **Confirmation of Receipt:**
- It is the responsibility of the respondent to confirm receipt of their submission by contacting Cashier Clerk at cashier@labradorcity.ca or 709.944.2621.

The Town of Labrador City cannot guarantee the confidentiality or security of digital submissions that are not passcode-protected. It is the sole responsibility of the respondent to ensure their proposal is adequately secured prior to submission. Proposals submitted without passcode protection may be at risk of unauthorized access.

For any technical issues or questions related to digital submission, please contact the Cashier Clerk at cashier@labradorcity.ca or 709.944.2621.

6.3 Submission Requirements

Proposals must be submitted in two separate parts as outlined below.

Document One – Qualifications Submission

- Cover letter and executive summary
- Company profile and relevant experience

- Identification of the project manager and project team, including roles and qualifications
- Demonstrated understanding of the project objectives and scope
- Proposed methodology and work plan
- Project schedule and milestones
- Client references and examples of comparable organizational reviews

Document Two – Cost Submission

- Detailed project cost summary aligned with the scope of work, itemized breakdown of anticipated costs and assumptions.
- Completed and signed Schedule C: Summary of Proposal.

6.4 Mandatory Requirements

Proposals **must meet all mandatory requirements** outlined below.

Failure to meet **any** mandatory requirement may result in the proposal being deemed **non-compliant and rejected from further consideration**.

Proponents **must clearly demonstrate compliance** with each mandatory requirement in their submission.

The mandatory requirements are as follows:

1. Submission Compliance

The proposal must be submitted in accordance with the instructions and format outlined in Section 6.3 of this RFP, including separate submission of Qualifications and Cost components.

2. Relevant Experience

The proponent must demonstrate **recent and relevant experience** conducting organizational reviews, operational assessments, or comparable work for municipalities or public-sector organizations of similar size, complexity, or operating environment.

3. Qualified Project Team

The proposal must identify a Project Manager and key team members with demonstrated qualifications, experience, and expertise relevant to organizational review and municipal operations.

4. Understanding of the Project Scope

The proposal must demonstrate an understanding of the objectives, scope of work, and deliverables outlined in this RFP.

5. Ability to Meet Timeline Requirements

The proponent must confirm its ability to complete the work within a reasonable timeframe and in accordance with the proposed schedule.

Only proposals that meet **all mandatory requirements** will proceed to the rated evaluation stage.

6.5 Rated Requirements (Scored Evaluation)

Proposals that satisfy all mandatory requirements will be evaluated and scored based on the rated criteria set out below.

The Town will assess proposals on the **quality, completeness, and strength** of responses provided, in accordance with the evaluation criteria and weighting described in this section.

Rated Evaluation Criteria

Rated Criterion	Description
Experience and Qualifications in Municipal Organizational Reviews	Demonstrated experience delivering organizational reviews or related advisory services for municipal or public-sector clients, including relevance and quality of past work.
Strength of Proposed Project Team	Qualifications, experience, and suitability of the proposed Project Manager and key team members, including relevant expertise and availability.
Quality and Practicality of Proposed Methodology	Quality, clarity, and practicality of the proposed approach, including methods for data collection, analysis, engagement, and delivery of recommendations.
Understanding of Municipal Service Delivery and Governance Context	Demonstrated understanding of municipal governance, service delivery, workforce challenges, and the unique operating environment of northern municipalities.
Work Plan, Schedule, and Deliverables	Realism and feasibility of the proposed schedule, clarity of milestones, and ability to deliver required outputs.
Value for Money	Overall value of the proposal, including alignment of cost with scope, quality, experience, and expected outcomes.

6.6 Evaluation Process

- (i) Only proposals deemed compliant with all mandatory requirements will be scored.
- (ii) Evaluation will be conducted by an evaluation committee using a consensus-based scoring approach.
- (iii) The proponent achieving the highest overall score may be recommended for contract award, subject to approval.

6.7 Evaluation and Selection Method

The evaluation of the RFP will be conducted by a committee formed by the Town of Labrador City and may include, at the Town of Labrador City's sole discretion, consultants. Proposals will be evaluated based on the overall best value to the Town of Labrador City based on quality, service, price and any other criteria set out herein.

Proposals will be evaluated in accordance with the following:

Evaluation Criteria	Points
Part A	
Experience and Qualifications in Municipal Organizational Reviews	/10
Strength of Proposed Project Team	/10
Work Plan, Schedule, and Deliverables	/10
Quality and Practicality of Proposed Methodology	/10
References	/10
Completeness and Clarity of the Proposal	/10
Schedule	/10
Part B	
Cost – Shown separately in Schedule C: Summary of Proposal*	/30
Total	/100

Cost Proposal Evaluation

Unless otherwise stated in this document or its addenda, the proposal with the lowest cost shall receive the maximum points allowed. All other proposals shall receive a cost score based on their cost relationship to the lowest. The points for the financial evaluation will be allocated as follows. The total cost of each technically responsive bid will be calculated as shown in the Evaluation of Price.

The lowest total cost will achieve maximum available points. All other proposals will be prorated using the lowest cost bid and the following formula:

Max Available Pts. = [Max Available Pts. X (total cost - lowest total cost) / lowest total cost].

Note: If the result is a negative number, the score assigned will be '0'.

Example: Two technically compliant bids are received and the maximum available points equal 30:

Bid 1: \$100,000

Bid 2: \$130,000

Bid 1 being the lowest, would achieve a score of 30 points

Bid 2 would achieve a score of 21 points, calculated as follows:

$30 - [30 \times (\$130,000 - \$100,000) / \$100,000] = 21$ points

The value of the contract for this project shall be inclusive of applicable HST.

In accordance with the Public Procurement Act and Regulations, a price preference of up to 10% may be applied to qualifying provincial suppliers for evaluation purposes only, in accordance with applicable trade agreement limits. Where applicable, the adjusted evaluated price will be used for scoring purposes. The price preference is applied to the submitted total cost to determine the evaluated cost for comparison only and does not alter the actual contract value.

6.8 Enquiries

All enquiries and notices related to this RFP, including any requests for information and clarification, are to be directed in writing to the contact person indicated below.

Contact Person: Michelle Turpin
Human Resources Manager

Email: mturpin@labradorcity.ca

Enquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the Town of Labrador City. Clarifications, comments, revisions or any other information regarding this RFP obtained by a Proponent from any source other than from the Contact Person is not authorized and should not be relied upon.

7.0 TERMS AND CONDITIONS OF RFP

7.1 General

The terms and conditions in this section will apply to this RFP. Submission of a Proposal in response to this RFP indicates acceptance of all the terms and conditions contained herein and included in any addenda issued by the Town of Labrador City for this RFP. Proposals that contain provisos which contradict or alter any of the terms and conditions of this RFP will be disregarded and deemed to have not been written in the Proposal.

7.2 No Obligation to Award

The Town of Labrador City is not obligated to accept the lowest-priced proposal or any proposal and reserves the right to reject any or all proposals, in whole or in part, without incurring liability to any proponent.

7.3 Proposal Costs

All costs associated with the preparation and submission of a proposal are the sole responsibility of the proponent. The Town shall not be responsible for any costs incurred by proponents.

7.4 Proposal Validity

Proposals will be open for acceptance by the Town of Labrador City for a period of 90 days after the date of Closing.

7.5 Addendum

The Town may, at its sole discretion, seek clarification from a proponent for the purpose of understanding the proposal. Such clarification shall not alter pricing or result in substantive changes to the proposal.

The Town may, at any time prior to the closing date and time, issue additional information, clarifications or modifications to the RFP by written addenda. It is the Proponents sole responsibility to ensure they have received all addenda prior to submitting their Proposal.

Any addenda issued shall form part of the RFP and shall be considered by proponents in preparing their submissions.

7.6 Conflict of Interest

Proponents must disclose any actual or potential conflict of interest that could reasonably be perceived to influence or compromise their ability to provide objective and impartial services to the Town.

The Town reserves the right to disqualify a proponent where a conflict of interest exists or is deemed unacceptable.

7.7 Access to Information

All proposals submitted in response to this RFP are subject to the Access to Information and Protection of Privacy Act, 2015.

Proponents are advised that information submitted may be subject to disclosure in accordance with the Act. Proponents should clearly identify any information they consider confidential; however, confidentiality claims will be considered in accordance with applicable legislation and do not guarantee non-disclosure.

7.8 Governing Legislation

This procurement shall be conducted in accordance with:

- the Public Procurement Act and associated regulations; and
- all other applicable federal and provincial legislation.

7.9 Negotiation of Terms

The Town reserves the right to negotiate the scope, schedule, and terms of the final agreement with the preferred proponent, provided that such negotiations do not materially alter the intent or fairness of the procurement process.

If scope requires significant modification, all Proponents shall have the opportunity to adjust their Proposals or re-submit altogether, as determined by the Town in its sole discretion.

7.10 Errors and Omissions

The Town shall not be responsible for any errors, omissions, or misinterpretations of this RFP by proponents. Proponents are responsible for seeking clarification of any ambiguity prior to the closing date.

Nothing in this RFP is intended to relieve Proponents from the responsibility for conducting their own investigation and forming their own opinions with respect to the subject matter of this RFP.

7.11 Acceptance and Rejection of Proposals

This RFP shall not be construed as an agreement to purchase goods or services. The Town of Labrador City is not obligated to enter into an Agreement with the Proponent who submits the lowest priced Proposal or with any Proponent.

7.12 Late Proposals

Proposals will be marked with their receipt time at the closing location. Only complete Proposals received and marked by the Closing Time will be considered to have been received on time. Late proposals will not be considered or evaluated.

7.13 Amendment or Withdrawal of Proposals

Proponents may amend or withdraw their proposal in writing any time prior to closing. Upon closing, all Proposals become irrevocable. The Town of Labrador City will be under no obligation to receive further information after closing, whether written or verbal, from any Proponent.

7.14 Rights and Reservations

The Town of Labrador City reserves the right to:

- (i) reject any or all Proposals
- (ii) reject any Proposal that is incomplete, or that fails to comply with the mandatory requirements of this RFP
- (iii) modify the terms of this RFP at any time in The Town of Labrador City's sole discretion
- (iv) request clarification of the information set out by one or more of the Proponents in respect of the Proposals submitted
- (v) communicate with, meet with, or negotiate with any one or more of the Proponents respecting their Proposals or any aspect of the proposed work.

7.15 Cancellation of RFP

The Town of Labrador City may cancel this RFP at any time prior to or after closing. In the event the Town of Labrador City cancels this RFP, the Town shall have the right to seek to procure the same services or similar services at any time, through any means the Town deems appropriate. No Proponent shall acquire any rights or interests in any subsequent procurement process undertaken by the Town of Labrador City.

7.16 Waiver of Non-Compliance

The Town of Labrador City may waive any non-compliance with the RFP and may elect to retain for consideration Proposals which are non-conforming, which do not contain the content or form requested by this RFP or which have not strictly complied with the process for submission set out herein.

7.17 Proponent's Costs

Each Proponent is solely responsible for its own costs and expenses associated with its participation in this RFP, including but not limited to, conducting investigations, attending briefings, preparing and delivering its Proposal, communicating with the Contact Person prior to Closing and during Proposal evaluation, and for any subsequent processes or negotiations with the Town of Labrador City that may occur.

7.18 Limitation of Liability

By submitting a Proposal, each Proponent irrevocably agrees that the Town of Labrador City shall not be liable to any Proponent or any person whatsoever, for any claims of any nature (in contract, in tort, or otherwise), for any costs, expenses, compensation, damages, or anything whatsoever, including without limitation, costs and expenses associated with the Proponent's preparation and submission of their Proposal, their participation in this RFP, for loss of revenue, opportunity or anticipated profit, arising in connection with its Proposal, this RFP, any subsequent processes or opportunity, any contract, or any matter whatsoever.

7.19 Confidentiality

All Proposals become the property of the Town of Labrador City and will not be returned to the Proponents, except as expressly provided for herein. All Proposals will be held in confidence by the Town unless disclosure is otherwise required by law.

7.20 Lobbying

Proponents and their agents are not permitted to contact any member of the Town of Labrador City Council or staff with respect to this RFP, except as expressly provided for herein. Proponents will not offer entertainment, gifts, gratuities, discounts, or special services, regardless of value, to any employee or elected official of the Town. The Town of Labrador City reserves the right to disqualify any Proponent from participation in this RFP that acts in contravention of this requirement.

7.21 Contract Award

This RFP should not be construed as an agreement to purchase goods or services. By submitting a Proposal, the Proponent agrees that should it be identified as the preferred Proponent, it will enter into negotiations, if required, for the purpose of concluding a Contract. If a written Contract cannot be negotiated and executed by both parties within 90 days of notification of the successful Proponent, or such longer period as the parties may mutually agree, the Town of Labrador City may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent, enter into negotiations with any other Proponent or terminate the RFP process and not enter into a Contract with any of the Proponents.

7.22 Definition of Contract

Notice in writing to a Proponent that it has been identified as the preferred Proponent and the subsequent full execution of a written contract will constitute a contract for the goods and/or services contemplated by this RFP, and no

Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the preferred Proponent and the Town of Labrador City have both executed a written Contract.

7.23 Form of Contract

The Contract will comprise a form of written agreement. The contract may be amended by mutually agreed supplementary conditions, and incorporate the Town's conditions and specifications, if any, set out within this RFP.

Schedule A: FORMAT OF PROPOSAL

1. **Title Page:** Showing RFP title, RFP Number, Proposal Closing date and time, Proponent's name and address, telephone number, e-mail address, and a contact name.
2. **Letter of Introduction:** One page, identifying the Proponent and signed by the person(s) authorized to sign on behalf of and to bind the Proponent to statements made in the Proposal.
3. **Table of Contents:** Include page numbers.
4. **Executive Summary:** A one or two page summary of key features and highlights of the Proposal.
5. **Corporate Profile:** Short overview of the Proponent's history including experience in comparable projects and highlighting skills and experience relevant to Scope of Work.
6. **Corporate Experience and Staff Qualifications:**
 - (i) Demonstrate relevant corporate expertise by summarizing experience, qualifications and technical capability to provide the Scope of Work. It is particularly important to prove recent experience in a project of comparable size, scope, and methodology.
 - (ii) A list of key personnel (including the Project Manager) and qualifications that will be actively involved. Include the number of personnel that will be utilized throughout the Project delivery.
 - (iii) Identify any subcontractor or others that will be utilized and how they will contribute to the Proposal.
7. **Methodology:**
 - (i) Provide a discussion on the Scope of Work and your approach to the work to demonstrate a clear and thorough understanding.

- (ii) Provide a clear and full description of approaches and techniques that will be employed to accomplish the Scope of Work. Include:
 - (a) quality, clarity, and practicality of the proposed approach
 - (b) analysis
 - (c) methods for data collection
 - (d) delivery of recommendations.

8. Fees:

- (i) Contract Price: Includes all salaries, disbursements, equipment, all transportation, data collection and management, meetings, reporting, consultation.
- (ii) Provide all pricing in Canadian dollars, any fees, rates and charges outlined in the Proposal must include all applicable duties, taxes.
- (iii) A detailed project cost summary aligned with the scope of work itemized breakdown of anticipated costs and assumptions.
- (iv) The Town of Labrador City will not supply any equipment or office space.
- (v) The Town of Labrador City will not reimburse travel or accommodation-related costs for out-of-town personnel.
- (vi) Be aware that all rates shall be fixed for the duration of the agreement, but that during this time the Town of Labrador City at its sole discretion may modify or reduce the Scope of Services; hence appropriate fee adjustments may be required, and the preferred Proponent shall have no claim for loss or compensation if this occurs.

9. References:

Provide a list of at least three relevant references with direct experience with key personnel, including names, job titles, dates, project name, brief project description, approximate project value, and contact information (email addresses).

Schedule B: BACKGROUND OPERATIONAL INFORMATION

Labrador City is a northern municipality serving as a regional center for Labrador West. The Town delivers a broad range of mandated and discretionary municipal services in a high-cost operating environment, while responding to fluctuating population levels, labour market constraints, aging infrastructure, and evolving legislative and regulatory requirements.

The Town is governed by a Mayor and Councilors, with municipal administration led by a Chief Administrative Officer (CAO). Municipal services are delivered through multiple functional areas, including Finance and Administration, Engineering and Public Works, Fire and Emergency Services, Recreation, and Planning and Development.

Considering ongoing operational pressures, service delivery demands, and future growth and sustainability considerations, the Town has identified the need for a comprehensive organizational review to ensure that its structure, staffing, and service delivery models are aligned, efficient, and positioned to meet both current and future needs.

At the same time, the Town is undertaking the development of a Strategic Plan in 2026. Proponents are expected to ensure that all organizational review findings and recommendations are developed with sufficient flexibility to align with, and be responsive to, Council priorities as they are established and finalized through the Strategic Planning process.

Schedule C: SUMMARY OF PROPOSAL

Name: _____

Address: _____

Name and title of Representative: _____

Telephone: _____ Email: _____

Form of Business Organization

Sole Proprietorship

Partnership Date of Establishment _____

Corporation Date of Incorporation _____

Business No. _____

We hereby offer to perform the Services required by this RFP for the stipulated total price of:

Proposed Price for Goods/Services \$ _____

Plus HST. \$ _____

TOTAL \$ _____

I/We the undersigned authorized representatives of the Proponent, having received and carefully reviewed the RFP, including, without limitation, the General Conditions and Objectives, submit this Proposal in response to the RFP.

Dated this _____ day of _____, 2026.

Signature of Authorized Signatory

Signature of Authorized Signatory

Name & Title/Position

Name & Title/Position