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MEMORANDUM

TO: Chair, Steve Craig and Board of Police Commissioners
CC: Jacques Dubé, Chief Administrative Officer
FROM: Caroline Blair-Smith, Senior Advisor to the Chief Administrative Officer
DATE: July 12, 2018
SUBJECT: **Police Service Review**

With HRM's commitment to performance excellence – providing high value, customer focused services that are cost effective – and the increasing demands on the police, HRM is dedicated to streamlining processes and improving methods to minimize the total cost of service delivery while providing improved service results.

Although there have been reviews of policing with HRM in the past, with the ongoing demographic and social changes within the municipality, Regional Council voted unanimously to have the CAO engage an expert to conduct an HRM wide service review of the HRP and RCMP and prepare a report and recommendation to Council regarding the provision of adequate, efficient and effective policing within HRM.

Request for Proposal No. 18-074 was publicly advertised on the Province of Nova Scotia's Procurement website on April 25, 2018, and closed on May 24, 2018. A team consisting of staff from the CAO's office, Halifax Regional Police, Human Resources and office of Diversity and Inclusion, Corporate and Customer Service, Parks & Recreation and RCMP, facilitated by Procurement, evaluated the proposals and based on the highest scores the CAO has awarded the contract to Perivale & Taylor Consulting.

The scope of work for the Consultants includes:

- Finding efficiencies gained through improved collaboration;
- Review and analysis of trends that may affect future state of service delivery;
- Making recommendations on methodologies and efficiencies to determine level of service and efficiencies related to police officers and civilian service providers, functions and geographic locations;
- Identify main causes of overtime and recommend changes to manage and reduce costs;
- Measure allocated and unallocated time per officer;
- Review allocation of files – assigned, investigated and concluded;
- Review call taking, dispatch and calls for service;
- Review call response times against benchmarks;
- Review non-core administrative services and other support services;
- Identify best management practices and performance measures;

- Identify opportunities to create service standards, KPIs and reporting metrics;
- Identify optimal technology for operational improvements;
- Identify opportunities to share services to pool resources, minimize duplication and reduce costs.

It is anticipated that the kick-off meeting with the Consultant will be held early in August. The next update will include an approved Project Charter.

HALIFAX REGIONAL MUNICIPALITY

REQUEST FOR PROPOSALS FOR

RFP 18-074

Police Resource Review

RFP Number: RFP 18-074

Date Issued: 4/24/2018

**Deadline Proposals: 2:00pm Local Time
5/24/2018**

Contents

1. PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS	4
1.1. INVITATION TO PROPONENTS	4
1.2. RFP CONTACT	4
1.3. TYPE OF CONTRACT FOR DELIVERABLES	4
1.4. RFP TIMETABLE	5
1.5. SUBMISSION OF PROPOSALS	5
1.5.1. PROPOSALS TO BE SUBMITTED AT PRESCRIBED LOCATION	5
1.5.2. PROPOSALS TO BE SUBMITTED ON TIME	5
1.5.3. PROPOSALS TO BE SUBMITTED IN PRESCRIBED FORMAT	5
A) IN A SEALED PACKAGE, PROPONENTS SHOULD SUBMIT THEIR PROPOSAL CONTAINING THE FOLLOWING:	5
1.6. AMENDMENT OF PROPOSALS PRIOR TO SUBMISSION DEADLINE	6
1.7. WITHDRAWAL OF PROPOSALS	6
1.8. PROPOSALS IRREVOCABLE AFTER SUBMISSION DEADLINE	6
2. PART 2 – EVALUATION OF PROPOSALS	7
2.1 STAGES OF EVALUATION	7
2.2. STAGE I – MANDATORY SUBMISSION REQUIREMENTS	7
2.2.1. TECHNICAL PROPOSAL	7
2.2.2. COST PROPOSAL	7
2.3. STAGE II – TECHNICAL EVALUATION	7
2.3.1. MANDATORY TECHNICAL REQUIREMENTS	7
2.3.2. RATED CRITERIA	7
2.4. STAGE III – PRICING	7
2.4.1. OPENING OF COST PROPOSALS	7
2.4.2. ERRORS AND DISCREPANCIES	8
2.4.3. ALLOCATION OF COST POINTS	8
2.5. STAGE IV – CONDITIONS OF AWARD	8
2.6. STAGE V - SELECTION OF HIGHEST SCORING PROPONENT	8
3. PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS	9
3.1. GENERAL INFORMATION AND INSTRUCTIONS	9
3.1.1. RFP INCORPORATED INTO PROPOSAL	9
3.1.2. PROPONENTS TO FOLLOW INSTRUCTIONS	9
3.1.3. LANGUAGE	9
3.1.4. NO INCORPORATION BY REFERENCE	9
3.1.5. REFERENCES AND PAST PERFORMANCE	9
3.1.6. INFORMATION IN RFP ONLY AN ESTIMATE	9
3.1.7. PROPONENTS TO BEAR THEIR OWN COSTS	9
3.1.8. PROPOSAL TO BE RETAINED BY HRM	9
3.1.9. TRADE AGREEMENTS	9
3.1.10. NO GUARANTEE OF VOLUME OF WORK OR EXCLUSIVITY OF CONTRACT	10

3.1.11. BUSINESS REGISTRATION	10
3.2. COMMUNICATION AFTER ISSUANCE OF RFP	10
3.2.1. PROPONENTS TO REVIEW RFP	10
3.2.2. ALL NEW INFORMATION TO PROPONENTS BY WAY OF ADDENDA	10
3.2.3. POST-DEADLINE ADDENDA AND EXTENSION OF SUBMISSION DEADLINE	11
3.2.4. VERIFY AND CLARIFY	11
3.3. EXECUTION OF AGREEMENT, NOTIFICATION AND DEBRIEFING	11
3.3.1. SELECTION OF PROPONENT AND EXECUTION OF AGREEMENT	11
3.3.2. FAILURE TO ENTER INTO AGREEMENT	11
3.3.3. POSTING OF CONTRACT AWARD	11
3.3.4. DEBRIEFING	11
3.3.5. SUPPLIER COMPLAINT PROCEDURE	11
3.4. CONFLICT OF INTEREST AND PROHIBITED CONDUCT	12
3.4.1. CONFLICT OF INTEREST	12
3.4.2. DISQUALIFICATION FOR PROHIBITED CONDUCT	12
3.4.3. PROHIBITED PROPONENT COMMUNICATIONS	12
3.4.4. NO LOBBYING	12
3.4.5. ILLEGAL OR UNETHICAL CONDUCT	12
3.4.6. REJECTION OF PROPOSAL	12
3.5. CONFIDENTIAL INFORMATION	12
3.5.1. CONFIDENTIAL INFORMATION OF HRM	12
3.5.2. CONFIDENTIAL INFORMATION OF PROPONENT	13
3.5.3. PERSONAL INFORMATION INTERNATIONAL DISCLOSURE PROTECTION ACT	13
3.5.4. PRIVACY PROTECTION SCHEDULE	13
3.6. RESERVED RIGHTS, LIMITATION OF LIABILITY AND GOVERNING LAW	13
3.6.1. RESERVED RIGHTS OF HRM	13
3.6.2. PAST LITIGATION WITH HRM	14
3.6.3. LIMITATION OF LIABILITY	14
3.6.4. GOVERNING LAW AND INTERPRETATION	14
APPENDIX A – RFP PARTICULARS	16
<hr/>	
1. THE DELIVERABLES	16
2. PROJECT BACKGROUND	16
A. GOAL	16
B. OBJECTIVES/CRITICAL PATH	17
C. REQUIREMENTS	ERROR! BOOKMARK NOT DEFINED.
D. CONSTRAINTS	17
E. ASSUMPTIONS	17
F. PROJECT FRAMEWORK	ERROR! BOOKMARK NOT DEFINED.
G. PROJECT OBJECTIVES	ERROR! BOOKMARK NOT DEFINED.
H. DETAILED SCOPE OF SERVICES	17
I. PROJECT MANAGEMENT	18
J. REPORTING	ERROR! BOOKMARK NOT DEFINED.
3. MANDATORY TECHNICAL REQUIREMENTS	19
<hr/>	

4. RATED CRITERIA	19
4.1 COMMUNICATION SKILLS	19
4.2 TEAM COMPOSITION & EXPERIENCE	20
4.3 UNDERSTANDING OF HRM'S NEEDS	21
4.4 TECHNICAL SOLUTION	21
4.5 QUALITY ASSURANCE AND COMMUNICATION	22
APPENDIX B – FORM OF AGREEMENT (EDIT AS REQUIRED WITH THE APPROPRIATE LINK FOR THE DESIRED GOODS OR SERVICES)	22
APPENDIX C – COST PROPOSAL SUBMISSION REQUIREMENTS	23
1. INSTRUCTIONS ON HOW TO COMPLETE COST PROPOSAL:	23
2. SAMPLE OF ACCEPTABLE COST PROPOSAL FORMAT:	23
APPENDIX D – PROPOSAL SUBMISSION FORM	25

1. PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1. INVITATION TO PROPONENTS

This Request for Proposals (“RFP”) is an invitation by Halifax Regional Municipality (“HRM”) for consulting services for a Policing Resource Study of Halifax Regional Police and the Provincial Police Service, as provided by the RCMP, within the Halifax Regional Municipality.

1.2. RFP CONTACT

For the purposes of this procurement process, the “RFP Contact” shall be:

Name/Title	Erin MacDonald, Senior Procurement Consultant
Email address	macdoner@halifax.ca
Telephone	902-292-5795

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of HRM, other than the RFP Contact or their designates, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent’s proposal.

1.3. TYPE OF CONTRACT FOR DELIVERABLES

The selected proponent will be required to enter into an agreement with HRM for the provision of the Deliverables in the form attached as Appendix B to this RFP (the “Agreement”).

1.4. RFP TIMETABLE

Issue Date of RFP	4/24/2018
Deadline for Questions	5/16/2018
Submission Deadline Date and Time	5/24/2018

The RFP timetable is tentative only, and may be changed by HRM at any time.

1.5. SUBMISSION OF PROPOSALS

1.5.1. Proposals to be submitted at Prescribed Location

Proposals shall be delivered to the following address:

**Procurement Section
Halifax Regional Municipality
c/o Customer Service Centre, 1st floor Alderney Gate
40 Alderney Drive
Dartmouth Nova Scotia
B2Y 2N5**

Ensure the external packaging is marked with the RFP number and proponent’s contact information. ***Canada Post, Express Post and Priority Post do not deliver to the above address.***

1.5.2. Proposals to be submitted on Time

Proposals must be submitted at the location set out above on or before the Submission Deadline. Proposals submitted after the Submission Deadline will be rejected. HRM’s time clock will be assumed to be correct.

1.5.3. Proposals to be submitted in Prescribed Format

A) IN A SEALED PACKAGE, PROPONENTS SHOULD SUBMIT THEIR PROPOSAL CONTAINING THE FOLLOWING:

Include one (1) hard copy of the technical proposal and one (1) electronic copy of the technical proposal saved as a PDF on a USB flash drive, unless otherwise indicated.

Technical proposal packages should be prominently marked as “Technical Proposal” with the RFP title and number (see RFP cover) and the full legal name and return address of the proponent. The file name on the electronic copy for the technical proposal should include an abbreviated form of the proponent’s name and RFP #.

Technical proposals should be comprised of:

- (a) completed Appendix D - Proposal Submission Form,
- (b) completed response to the RFP requirements and deliverables, and
- (c) other mandatory submission requirements, as applicable.

Financial information is not to be included in the technical proposal. Label the USB flash drive with the proponent's name and RFP #.

B) **In a sealed envelope which should be included in the sealed package,** include one (1) hard copy of the cost proposal (completed response to Appendix C – Cost Proposal Submission Requirements) and one (1) electronic copy of the cost proposal saved as a PDF or MS Excel on a USB flash drive.

Cost proposal envelopes should be prominently marked as “Cost Proposal” with the RFP title and number (see RFP cover) and the full legal name and return address of the proponent. The file name on the electronic copy for the cost proposal should include an abbreviated form of the proponent's name and RFP #. Label the USB flash drive with the proponent's name and RFP #.

If there is a conflict or inconsistency between the hard copy and the electronic copy of the proposal, the hard copy of the proposal shall prevail. In the interest of sustainability, please refrain from using binders, binding, plastic covers, or similar fastening or presentation materials when submitting the proposal. Similarly, unless specifically requested in this solicitation document, proponents should not submit product catalogues, swatches, or other marketing materials with their proposal.

HRM will not accept proposals submitted by facsimile transfer, email, or any other electronic means.

1.6. AMENDMENT OF PROPOSALS PRIOR TO SUBMISSION DEADLINE

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment in a sealed package prominently marked with the RFP title and number and the full legal name and return address of the proponent to the location set out above. Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace. Any amendment received after the Submission Deadline will not be accepted.

1.7. WITHDRAWAL OF PROPOSALS

Proponents may withdraw their proposals prior to the Submission Deadline. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact prior to the Submission Deadline and must be signed by an authorized representative of the proponent. HRM is under no obligation to return withdrawn proposals.

1.8. PROPOSALS IRREVOCABLE AFTER SUBMISSION DEADLINE

Proposals shall be irrevocable for a period of **ninety (90)** days from the Submission Deadline.

[End of Part 1]

2. PART 2 – EVALUATION OF PROPOSALS

2.1 STAGES OF EVALUATION

HRM will conduct the evaluation of proposals in the following stages:

2.2. STAGE I – MANDATORY SUBMISSION REQUIREMENTS

Stage I will consist of a review to determine which proposals comply with all of the Mandatory Submission requirements. Proposals that do not comply with all of the Mandatory Submission requirements as of the Submission Deadline will be disqualified and not evaluated further. The Mandatory Submission Requirements are as follows:

2.2.1. Technical Proposal

Each proposal must include (a) completed Proposal Submission Form (Appendix D), (b) completed response to the RFP Requirements and Deliverables, and (c) other mandatory submission requirements, as applicable.

The Proposal Submission Form (Appendix D) must be completed and signed by an authorized representative of the proponent. Other than inserting the information requested, a proponent may not make any changes to the Form. Any proposal containing any such changes, whether on the face of the form or elsewhere in the proposal, will be disqualified.

2.2.2. Cost Proposal

Each proposal must include an envelope marked “Cost Proposal”. The Cost Proposal envelope will not be opened until Stage III.

2.3. STAGE II – TECHNICAL EVALUATION

Stage II will consist of an evaluation of Technical Proposals in the following two sub-stages:

2.3.1. Mandatory Technical Requirements

HRM will review the proposals to determine whether the Mandatory Technical requirements as set out herein have been met. Proposals that do not comply with all of the Mandatory Technical requirements will be disqualified and not evaluated further.

2.3.2. Rated Criteria

HRM will evaluate each compliant proposal on the basis of the rated criteria as set out in Section 4 of the RFP Particulars (Appendix A). Proposals that fail to meet the stated threshold(s) will be disqualified and not evaluated further.

2.4. STAGE III – PRICING

Stage III will consist of a scoring of qualified Cost Proposals as follows:

2.4.1. Opening of Cost Proposals

HRM will open Cost Proposals to ensure that they are completed in accordance with the Cost Proposal Submission Requirements (Appendix C). Cost proposals that are not

completed in accordance with the Cost Proposal Submission Requirements will be disqualified and not evaluated further.

2.4.2. Errors and Discrepancies

If Cost Proposals contain mathematical errors, unit prices/hourly rates will be assumed correct for each line item and used to quantify the total cost based on the estimated quantities.

2.4.3. Allocation of Cost Points

The proposal with the lowest cost shall receive the maximum points allocated for cost. All other proposals will be prorated against the lowest cost proposal using 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 for cost 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:

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

2.5. STAGE IV – CONDITIONS OF AWARD

After the completion of Stage III, all scores from Stage II and Stage III will be added together.

If any documents required to be submitted are not submitted within the required timeframe by HRM, HRM may withdraw the selection of that proponent and proceed with the selection of another proponent or cancel the RFP Process. **Proponents are encouraged to submit these documents with proposal submission.**

2.6. STAGE V - SELECTION OF HIGHEST SCORING PROPONENT

Subject to the terms and conditions of the RFP process set out in Part 3 of this RFP, including HRM's right to reject all proposals, the proponent with the highest score, and that meets the conditions of award, will be selected to enter into the Agreement (Appendix B). The selected proponent will thereafter be referred to as "the Supplier".

3. PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1. GENERAL INFORMATION AND INSTRUCTIONS

3.1.1. RFP Incorporated into Proposal

All of the provisions of this RFP are deemed to be accepted by each proponent and incorporated into each proponent's proposal. A proponent who submits conditions, options, variations or contingent statements inconsistent with the terms set out in this RFP, including the terms of the Agreement in Appendix B, either as part of its proposal or after receiving notice of selection, may be disqualified by HRM in HRM's absolute discretion.

3.1.2. Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.3. Language

All proposals are to be in English only.

3.1.4. No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.5. References and Past Performance

In the evaluation process, HRM may include information provided by the proponent's references and may also consider the proponents' past performance or conduct on previous contracts with HRM.

3.1.6. Information in RFP Only an Estimate

HRM makes no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.7. Proponents to Bear Their Own Costs

The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or presentations.

3.1.8. Proposal to be retained by HRM

HRM will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.9. Trade Agreements

Proponents should note that procurements falling within the scope of Chapter 5 of the Agreement on Internal Trade and/or the Atlantic Procurement Agreement are subject to those trade agreements but that the rights and obligations of the parties shall be

governed by the specific terms of this RFP.

3.1.10. No Guarantee of Volume of Work or Exclusivity of Contract

HRM makes no guarantee of the value or volume of work to be assigned to the successful proponent. The Agreement will not be an exclusive contract for the provision of the described Deliverables. HRM may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services from HRM's own resources.

3.1.11. Business Registration

Proponents may be required to be registered to carry on business in accordance with applicable laws. For information on the business registration requirements of the Nova Scotia Registry of Joint Stock Companies, please consult:

<http://www.novascotia.ca/snsmr/access/business/registry-joint-stock-companies.asp>

The status of a proponent's business registration does not preclude the submission of a proposal in response to this RFP. A proposal can be accepted for evaluation, regardless of (i) whether the company is registered, or (ii) whether its business registration is in good standing. However, a contract cannot be awarded unless the successful proponent is registered and in good standing, in accordance with applicable laws.

If the proponent's business is not required to register in Nova Scotia, the proponent will be required to submit registration from their applicable jurisdiction.

3.2. COMMUNICATION AFTER ISSUANCE OF RFP

3.2.1. Proponents to Review RFP

Proponents shall promptly examine all of the documents comprising this RFP, and

- (a) shall report any errors, omissions or ambiguities; and
- (b) may direct questions or seek additional information

in writing by email to the RFP Contact on or before the Deadline for Questions. All questions or comments must be submitted by proponents by email to the RFP Contact. All questions or comments should be submitted by proponents on or before the Deadline for Questions. HRM is not obligated to respond to questions or comments received after this period has passed. No such communications are to be directed to anyone other than the RFP Contact.

HRM is under no obligation to provide additional information, and HRM shall not be responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. HRM is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2. All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If HRM, for any reason, determines that it is necessary to provide additional information relating

to this RFP, such information will be communicated by addendum on the Nova Scotia Procurement Web Portal. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by HRM. In the Proposal Submission Form (Appendix D), proponents should confirm their acknowledgement of all addenda by setting out the number of each addendum in the space provided.

3.2.3. Post-Deadline Addenda and Extension of Submission Deadline

If HRM determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, HRM may extend the Submission Deadline for a reasonable period of time.

3.2.4. Verify and Clarify

During the evaluation process, HRM may request further information from the proponent or third parties in order to verify and/or clarify the information provided in the proponent's proposal. The response received by HRM shall form an integral part of the proponent's proposal.

3.3. EXECUTION OF AGREEMENT, NOTIFICATION AND DEBRIEFING

3.3.1. Selection of Proponent and Execution of Agreement

HRM will notify the selected proponent in writing. The selected proponent shall execute the Agreement in the form attached as Appendix B to this RFP and satisfy any other applicable conditions of this RFP within ten (10) days of notice of selection.

3.3.2. Failure to Enter into Agreement

In addition to all of HRM's other remedies, if a selected proponent fails to execute the Agreement or satisfy any other applicable conditions within ten (10) days of notice of selection, HRM may, in its sole and absolute discretion and without incurring any liability, withdraw the selection of that proponent and proceed with the selection of another proponent or cancel the RFP Process.

3.3.3. Posting of Contract Award

Once an Agreement is executed by HRM with a proponent, notification of the outcome of the procurement process will be posted on the Nova Scotia Procurement Web Portal.

3.3.4. Debriefing

Proponents may request a debriefing after posting of the outcome of the procurement process on the Nova Scotia Procurement Web Portal in accordance with section 46 of HRM's Procurement Policy (Administrative Order 2016-005-ADM). All requests must be in writing to HRM's Manager of Procurement and must be made within ten (10) days of posting of the outcome of the procurement process on the Nova Scotia Public Tenders web portal. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process or its outcome.

3.3.5. Supplier Complaint Procedure

If a proponent wishes to file a complaint in regards to the RFP process, it must provide written notice to HRM's Manager of Procurement within ten (10) days of posting of the outcome of the procurement process on the Nova Scotia Procurement Web Portal, and HRM will respond in accordance with the Bidder Complaint Procedure set out in

Appendix “C” of HRM’s Procurement Policy (Administrative Order 2016-005-ADM).

3.4. CONFLICT OF INTEREST AND PROHIBITED CONDUCT

3.4.1. Conflict of Interest

HRM may disqualify a proponent for any conduct, situation or circumstances, determined by HRM, in its sole and absolute discretion, to constitute a Conflict of Interest. For the purposes of this Section, “Conflict of Interest” has the meaning ascribed to it in the Proposal Submission Form (Appendix D).

3.4.2. Disqualification for Prohibited Conduct

HRM may disqualify a proponent, or terminate an Agreement entered into if HRM, in its sole and absolute discretion, determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.3. Prohibited Proponent Communications

A proponent shall not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Proposal Submission Form (Appendix D).

3.4.4. No Lobbying

A proponent shall not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent.

3.4.5. Illegal or Unethical Conduct

Proponents shall not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents shall not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of HRM; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.6. Rejection of Proposal

HRM may reject a proposal based on past performance or based on inappropriate conduct, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the Contractor to honour its submitted pricing or other commitments;
- (c) any conduct, situation or circumstance determined by HRM, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest; or
- (d) HRM’s past experience with the proponent for similar or related services.

3.5. CONFIDENTIAL INFORMATION

3.5.1. Confidential Information of HRM

All information provided by or obtained from HRM in any form in connection with this RFP

either before or after the issuance of this RFP

- (a) is the sole property of HRM and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of Agreement for the Deliverables; and
- (c) must not be disclosed without prior written authorization from HRM.

3.5.2. Confidential Information of Proponent

In accordance with the *Public Procurement Act*, the name of the proponents and the name and total value of the successful proponent will be publicly advertised on the Nova Scotia Public Tenders web portal.

The Municipality is subject to the Freedom of Information and Protection of Privacy provisions contained within the *Municipal Government Act* at Part XX. Any document submitted to the Municipality in response to this RFP is subject to this legislation and proponents should be aware that any member of the public is entitled to request a copy of the document. In response to such a request, the Municipality may be required to disclose some or all of the information in accordance with the criteria set out in the legislation, including sections 462, 480 and 481(1).

3.5.3. Personal Information International Disclosure Protection Act

The *Personal Information International Disclosure Protection Act* (PIIDPA), creates obligations for the Government of Nova Scotia and its service providers when personal information is collected, used or disclosed. Provisions related to PIIDPA requirements are included in the contract terms. A copy of the Act is available online at:

<http://nslegislature.ca/legc/statutes/persinfo.htm>

3.5.4. Privacy Protection Schedule

The successful proponent is required to comply with the Privacy Protection Schedule attached to the Agreement (Appendix B)

3.6. **RESERVED RIGHTS, LIMITATION OF LIABILITY AND GOVERNING LAW**

3.6.1. Reserved Rights of HRM

HRM reserves the right to:

- (a) make public the names of any or all proponents;
- (b) request written clarification in relation to a proponent's proposal;
- (c) waive minor formalities that do not constitute Mandatory Submission requirements or Mandatory Technical requirements;
- (d) verify with any proponent or with a third party any information set out in a proposal;
- (e) check references other than those provided by any proponent;
- (f) disqualify any proponent whose proposal contains misrepresentations or any other inaccurate or misleading information;
- (g) disqualify any proponent or the proposal of any proponent who has engaged in conduct prohibited by this RFP;
- (h) amend this RFP process without liability at any time prior to the execution of a written agreement between HRM and a proponent. These changes are issued by way of addendum in the manner set out in this RFP;
- (i) cancel this RFP process without liability at any time prior to the execution

of a written agreement between HRM and a proponent. A cancellation is communicated by way of addendum in the manner set out in this RFP. HRM may in its sole discretion issue a new RFP for the same or similar Deliverables; or

- (j) reject any or all proposals;

and these reserved rights are in addition to any other express rights or any other rights that may be implied in the circumstances.

3.6.2. Past Litigation with HRM

HRM may, in its absolute discretion, reject a Proposal submitted by a Proponent if:

- (a) the Proponent, or any officer or director of the Proponent;
- (b) any related company of the Proponent through common ownership, control or otherwise; or
- (c) any intended sub-contractor of the Proponent;

is or has been engaged, either directly or indirectly through another corporation, in a legal action (including arbitration or the service on HRM of formal notice of intent to commence a legal action) against HRM, its elected or appointed officers and employees in relation to (i) any other contract with HRM; or (ii) any matter arising from HRM's exercise of its powers, duties, or functions under the *Halifax Regional Municipality Charter* or another enactment; within five years of the date of this Request for Proposals.

In determining whether to reject a proposal under this clause, HRM will consider whether the litigation is likely to affect the Proponent's ability to work with HRM, its consultants and representatives and whether HRM's experience with the Proponent (or any of the individuals or entities referenced above) indicates that HRM is likely to incur increased staff and legal costs in the administration of this contract if it is awarded to the Proponent.

3.6.3. Limitation of Liability

By submitting a proposal, each proponent agrees that:

- (a) neither HRM nor any of its employees, officers, agents, elected or appointed officials, advisors or representatives will be liable, under any circumstances, for any claim, loss or damage arising out of this proposal process including but not limited to costs of preparation of the proposal, loss of profits, loss of opportunity or for any other claim;
- (b) the proponent irrevocably waives any claim for any compensation of any kind whatsoever, including claims for costs of preparation of the proposal, loss of profit or loss of opportunity by reason of HRM's decision to not accept the proposal submitted by the proponent, to enter into an agreement with any other supplier or proponent (including a non-compliant proponent) or to cancel this RFP process; and
- (c) in the event that a court of competent jurisdiction determines that (a) and/or (b) is inapplicable or unenforceable, HRM's liability in such circumstances shall be limited to the lesser of \$5,000 and the proponent's costs of preparing its proposal.

3.6.4. Governing Law and Interpretation

These Terms and Conditions of the RFP Process:

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and shall not be construed as intending to limit the pre-existing rights of HRM; and
- (c) are to be governed by and construed in accordance with the laws of the province of Nova Scotia and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – RFP PARTICULARS

1. THE DELIVERABLES

This Request for Proposals (“RFP”) is an invitation by Halifax Regional Municipality (“HRM”) for consulting services for a Policing Resource Study of Halifax Regional Police and the Provincial Police Service, as provided by the RCMP, within the Halifax Regional Municipality.

2. PROJECT BACKGROUND

A. Goal

HRM has become a geographically large and diverse “community of communities” and is Nova Scotia’s dominant economic region. As a result, the Municipality is undergoing rapid and significant demographic and social changes. These changes, which are occurring across HRM’s urban, suburban and rural areas, are driving substantially increased demands in policing requirements. The answer to service delivery challenges cannot simply be more public funding. To contain costs and ensure value for money, a focus on service adjustments is required including what services are delivered by sworn versus non-sworn personnel.

Because our city is continually changing, HRM has chosen to embark on a Corporate journey toward performance excellence – providing high value, customer focused services that are cost effective. Public expectations are increasing, service demands are becoming more complex in nature, there is more of a demand for training and administrative challenges are increasing – our municipality is continually changing. The focus across the organization is on service excellence and the practice of continuous improvement through the streamlining of processes, and improving methods to minimize the total cost of service delivery while continuing to deliver improved service results. Halifax Regional Police and RCMP, and the people they serve, can benefit from a review of police services against effectiveness and efficiency, while considering the need to be responsive to shifts in the public’s needs. Other police services across Canada have undertaken similar transformations to successfully deliver better service more efficiently.

Halifax Regional Municipality (HRM) has a unique policing model, in that it has two separate police service providers responsible to one municipal entity. With the creation of HRM, the municipal police services of Halifax, Dartmouth and Bedford amalgamated to form the Halifax Regional Police (HRP), which services these largely urban areas. The former Halifax County Municipality, which was primarily rural with some suburban areas, is policed by the Royal Canadian Mounted Police. HRM has decided to maintain that unique policing model going forward.

While HRM operates within a dual police agency model under the civilian governance of the HRM Board of Police Commissioners, each agency operates under different authorities. Halifax Regional Police is an HRM Business Unit that is required to follow the Municipality’s business practices (e.g. financial reporting, and business planning). The RCMP Halifax Detachment, is a contracted agency, whose services are provided to HRM as part of the Nova Scotia Provincial Police Service, under the auspices of the Provincial Police Service Agreement (1992), a policing contract between the Federal Government and the Province of Nova Scotia.

In 2001, HRM conducted a review of policing within HRM. The objective was to determine an appropriate level of police service throughout HRM, based on best value/performance outcomes, and to develop an appropriate deployment strategy. In 2009, HRM did another policing review to identify policing models that maximize available resources and ways to pursue alternative funding in advance of the Provincial Police Service Agreement renewal in 2012. All other will be provided for review to the respective proponents.

B. Objectives/Critical Path

The objective of the Police Resource Review is to provide the Halifax Regional Police, the Halifax Detachment of the RCMP, and the Board of Halifax Police Commissioners, with a clear evaluation, including suggestions and recommendations to:

1. Create service effectiveness and efficiencies;
2. Address resourcing constraints and opportunities;
3. Identify and provide recommendations to close service gaps;
4. Identify new equipment or technology to enhance service delivery;
5. Outline areas where there is potential for savings or cost avoidance; and
6. Engage all levels of the service in the change process.

Where recommendations are made for any of the above, identify constraints/risks, and provide recommended implementation strategies. The service review should provide a comparison between the current policing approaches, and other potential service delivery options, as well as an examination of provincial and national comparators.

A Steering Committee of senior HRM, HRP and RCMP representatives and working group will support the Consultant with the review.

C. Constraints

As with any review of policing services there may be areas subject to security constraints, these areas can be dealt with through the working group assigned to support the review.

D. Assumptions

The Study will use a broad and inclusive methodology comprised of interviews with various stakeholders, focus groups, website, best practices research, quantitative and qualitative research, and document examination.

The proposed work is not an audit of the Halifax Regional Policing agencies or the police resourcing model. It does not include a review of the quality of policing or the delivery model of policing currently in place.

Given the complexity of HRM's policing model, a review of the previous policing services reports should be undertaken to provide the full background

E. Detailed Scope of Services

The resource study review should focus on the following:

1. **Efficiencies** - ongoing efficiencies gained through improved collaboration between HRP and RCMP;
2. **Trend Analysis** – review and analysis of trends that may affect future service delivery;
3. **Staffing** – make recommendations on applicable resource methodologies and efficiencies to inform resourcing and deployment decisions and respond to future trend impacts. Level of service and performance indicators to be defined in terms of desired outcomes, police officers and civilian service providers, functions and geographic locations ;
4. **Overtime** – identify the main causes of overtime, overtime drivers, overtime triggers and identify best practices regarding overtime management and controls. Recommend changes to enhance overtime management and cost saving and/or avoidance opportunities. Utilize national averages to place figures in perspective;
5. **Allocated vs Unallocated Time** - measure allocated vs unallocated time per officer and determine appropriate benchmarks;
6. **Occurrence Report File Management** - review how files are assigned, investigated and concluded. Process map the flow of the reporting system. Identify efficiencies, quality control, timely investigations, continuous improvement opportunities, etc.;
7. **Call Management** - review call taking, dispatch function and calls for service (number, type and priority) in the communications centre. Identify potential efficiencies, opportunities for enhanced service delivery, cost reductions and/or avoidance;
8. **Call Response Times** - measure response times against appropriate benchmarks;
9. **Administrative Support** - review all non-core administrative services and other support services, including but not limited to areas of human resources, finance, legal services, professional standards, central records, asset management, exhibit control, property control, court preparation, detention and technological services to identify potential efficiencies, resource redundancy, new equipment or technology opportunities;
10. **Best Management Practices and Performance Measures** - identify performance management tools, benchmarking against accepted standards and identifying current levels of service;
11. **Reporting on Progress** – Increased transparency of data and information-sharing is a key component of building public trust – what gets measured gets changed. Identify opportunities to create service standards, KPIs, and reporting metrics;
12. **Technology** – Technology and data can transform policing in ways that are much more

efficient. Identify and leverage technology for operational improvements;

13. **Shared Services** - There are many shared services opportunities that are effective ways to pool resources, minimize duplication, reduce costs, achieve economies of scale, and share talent and expertise. Review the shared services practices to further efficiencies

F. Reporting

The proponent shall provide 40 hard copies of a final report and two digital copies which will combine the information collected and provide recommendations for an implementation plan to develop a sustainable, integrated, efficient framework for service delivery. The recommendations should be prioritized, include associated costs/savings, a suggested timeline and any related implementation issues and strategies to be deployed by HRP and/or RCMP. The final report shall be provided no later than June 30, 2019.

3. MANDATORY TECHNICAL REQUIREMENTS

The proposal must meet all the following mandatory criteria and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet any one of these criteria, it will receive no further consideration during the evaluation process and be deemed non-compliant.

4. RATED CRITERIA

The following is an overview of the categories and weighting for the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Rated Criteria Category	Weighting (Points)
4.1 Communication Skills	5 points
4.2 Team Composition & Experience	20 points
4.3 Understanding HRM's Needs	20 points
4.4 Technical Solution	15 points
4.5 Quality Assurance and Communication	10 points
Sub-Total	70 points
Cost	30 points
Total Points	100 points

A minimum of 75% of the total available technical points is required at the Subtotal of the Rated Criteria for the proposal to move onto Stage III – Pricing.

4.1 Communication Skills

The proposal should be clear and readable. Information should be easy to find and should be in the order presented hereunder.

4.2 Team Composition & Experience

Sector Specific Experience: The proposal should clearly state the proponent firm's overall experience in the field of Canadian Municipal Policing and have experience working with police executives, associations and unions, communities and police boards. The Proposal shall provide data and information on relevant projects and facilities which clearly illustrate their experience and ability to manage a project of this nature. Proponents shall provide a list of at least three (3) applicable reference projects completed over the past eight (8) years including client contacts that have contracted for the work and services offered by the proponent which are considered identical or similar to the requirements of this Request for Proposals. Projects involving reviews of police agencies for municipal, provincial or federal governments are of particular interest. The list should include the following information:

1. Client/Company Name and Address
2. Contracting Officer and Telephone Number
3. Technical Representative and Telephone Number, and
4. A brief, written description of the project, operations, specific services provided, and scope of work including the year(s).
5. Proponent estimated contract value and final proponent contract value.
6. Description of the project's facility location, technology employed, size, capacity and materials handled, etc.
7. Proponent's degree of involvement in the project: itemize those areas within the proponent's control such as procurement, financing, design, technology, siting, construction, financial management, regulatory approvals, operations, ownership, staffing, marketing, etc.

Client contacts which include HRM staff are not desired and will not be considered.

Proponents must be able to demonstrate that the firm has an in depth knowledge of the scope of this assignment. The purpose of this information is to demonstrate the Proponent's experience and ability to complete similar projects, develop creative solutions, resolve complex issues and communicate effectively with various parties and audiences.

Experience of Project Lead with projects of similar scope and size: The Proposal shall include a summary of the relevant experience as it relates to their role in this assignment. A brief description (years in business, services provided, number of employees, etc.). Additionally, the Proposal shall include a brief description of each of the member firms, their role in this undertaking and the office from which their work will be conducted. A summary table format is acceptable.

Key Team Members appropriate skills and education: The Proposal shall include, as appendices a CV detailing their experience, skills and education in relation to this assignment including the baseline work and the expected project areas with information on which personnel the proponent would be using for which anticipated types of tasks and work activities.

Demonstrated history of proposed Team: The Proposal shall include a brief description of each of the member firms, their role in this undertaking and the office from which their work will be conducted. A summary table format is acceptable. Additionally, the Proposal shall demonstrate the history of the member firms and individuals successfully delivering assignments of similar size and scope as a team.

Balance of level of effort: The proponent shall provide a proposed schedule to complete the tasks in the proposed work plan as well as a person-hours matrix (WBS) **without fees** outlining the hours each team member has allocated to each of the tasks in the proposed work plan. No hourly rates, dollar figures or costs shall be shown on this person/hours matrix breakdown; inclusion of any pricing information may result in disqualification of your Proposal.

4.3 Understanding of HRM's Needs

Understanding of the Requirements of the Scope of Work: Proponents shall provide a demonstrated understanding of the subject matter, including, but not limited to, the scope of work as well as the approach that will be taken to accomplish the Services related to this RFP document, as well as an indication of possible challenges and solutions not directly referenced in the Request of Proposals.

Acceptable Proposed Schedule and Work-plan: Proponents shall provide a work plan with which clearly outlines milestones and timelines to demonstrate how the work will progress to the desired completion date. Proponents must present a realistic timeline of the proposed Project schedule. The schedule shall reflect the tasks in the work plan and will be updated on a monthly basis to reflect project progress and shall be submitted to the Municipality's Project Lead with the contractor's status report.

Value added propositions and recommendations: Proponents shall demonstrate an innovative approach to the completion of the assignment, utilizing all potential resources available to them.

Attention to Relevant Challenges: Proponents shall describe and attempt to address any challenges to the assignment which they have identified but may not be spoken to in the Request.

4.4 Technical Solution/Methodology

This criterion is evaluated based on a global view of the proposal and further analyses the entire proposal in relation to achieving a complete and comprehensive solution from the Successful Proponent.

The description of the proponents proposed approach/methodology to the project should include;

- A description of the Proponent's understanding of the Scope of Work and vision, and how these will be achieved;
- A detailed proposal of what will be delivered by the Proponent, including the expected outcome and benefits to the Halifax Regional Police and the Halifax Board of Police Commissioners;
- A complete definition of the process that will be employed to meet the objectives of this project (ie approach to be taken, etc);

- A detailed project plan that reflects the proposed approach to the work. All major start dates, end dates, review and approval points and major milestone dates should be outlined. The plan should identify interim and final deliverables and their respective delivery dates;
- Identification of all facts and assumptions made by the Proponent in developing the submission and the relevance that these facts and assumptions have had on the proposed methodology and team composition (ie data availability, level of involvement of Halifax Regional Police staff, etc); and
- A detailed description of any information, resources or services required to be provided by the Halifax Regional Police and the Halifax Board of Police Commissioners.

Flexible and Scalable Solution: The proposal shall offer all of the services required to successfully deliver the project but should present a schedule that allows for adjustment, addition and/or deletion of specific activities as necessary to reflect budget availability, Regional Council direction or the evolution of the engagement.

Cost and Time Effectiveness: The proposal shall indicate how the successful proponent will effectively use the Municipality's internal resources.

4.5 Quality Assurance and Communication

Management Structure: The Proposal shall include an organizational chart indicating a clear reporting structure and escalation methodology.

Proposed Communication Methods: The proposal shall also indicate the number and frequency and method (i.e. /in person, web-conference, tele-conference, etc.) of the anticipated meetings. Meeting dates should also be included in schedule per requirements of section.

Quality Assurance Standards: A description of Proponents Quality Assurance methods and practices should be included.

APPENDIX B – FORM OF AGREEMENT

The standard services contract is available online at:

<http://www.halifax.ca/procurement/documents/StandardServiceAgreement-RFPs.pdf>

APPENDIX C – COST PROPOSAL SUBMISSION REQUIREMENTS

1. Instructions on How to Complete Cost Proposal:

- (a) The Cost Proposal shall state the proponent's legal name and be duly signed by an authorized representative of the proponent.
- (b) The Cost Proposal shall state the proponent's firm-fixed total price for each of the tasks described in the Deliverables (Appendix A, Section 1). Proponents should include within the Cost Proposal on a separate page or pages, a detailed listing of the tasks and activities with a breakdown into work packages, details of all individual costs of the proposed services, and total costs (firm-fixed) – for the baseline tasks. A sample of an acceptable Cost Proposal format is provided in Section 2 below.
- (c) The total cost for the baseline tasks shall represent the maximum payment under the Agreement. Cost Proposals should include fixed prices, estimated hours of work by key staff and individual hourly cost for staff. Include and identify expenses and HST separately.
- (d) Cost Proposals shall include the proponent's hourly rates for key positions/tasks in the event that HRM requests project work in addition to the tasks herein. Hourly fees shall be held firm for the duration of the project. Note that there is no guarantee that HRM will request any additional project work, but unbalanced hourly fees may result in a re-evaluation of your proposal.
- (e) Cost Proposals will be evaluated based on sum of the proponent's total fixed cost for completing the project.
- (f) Prices shall be provided in Canadian funds, inclusive of all applicable duties and taxes excluding HST.

2. Sample of acceptable Cost Proposal Format:

The following is an example only and is not intended to prescribe the duties or roles of any of the consulting team in relation to the scope of work and deliverables.

Task #1

Position/Task	Expected Hours	Hourly Rate	Cost
Project Management			
Engineer (various levels)			
Certified Engineering Technologist			
Administration			
Other			
Total			

Task #2

Position/Task	Expected Hours	Hourly Rate	Cost
Project Management			
Engineer (various levels)			
Certified Engineering Technologist			
Administration			
Other			
Total			

Task #3

Position/Task	Expected Hours	Hourly Rate	Cost
Project Management			
Engineer (various levels)			
Construction Inspector			
Administration			
Other			
Total			

ETC.

SubTotal	
Total Project Cost (Fixed Firm)	
Estimated Reimbursable Expenses	
Total	

Hourly Costs for Additional Work

Position/Task	Hourly Rate
Project Management	
Engineer (various levels)	
Certified Engineering Technologist	
Hydrologist	
Geotechnical Engineer	
Surveyors	
Construction Inspectors	

APPENDIX D – PROPOSAL SUBMISSION FORM

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Fax:	
Proponent Contact Email:	
Nova Scotia Registry of Joint Stock Number (Leave blank if NOT applicable):	
HST / GST Registration Number (Leave blank if NOT applicable):	

2. Offer

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. By submitting a proposal, the proponent agrees and consents to the terms, conditions and provisions of the RFP, including the Form of Agreement, and offers to provide the Deliverables in accordance therewith at the prices set out in its completed Cost Proposal.

3. Rates

The proponent has submitted its rates in accordance with the instructions in the RFP and in the Cost Proposal Submission Requirements (Appendix C). The proponent confirms that it has factored all of the provisions of the Agreement (Appendix B) including insurance and indemnity requirements, into its pricing assumptions and calculations.

4. Addenda

The proponent is deemed to have read and considered all addenda issued by HRM. The onus is on proponents to make any necessary amendments to their proposals based on the addenda.

The proponent is requested to acknowledge that it has read all addenda by listing the addenda numbers, or if no addenda were issued by writing the word “None”, on the following line:

If this line is not completed, the proponent will be deemed to have read and considered all posted addenda.

5. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

6. Conflict of Interest

For the purposes of this RFP, the term “Conflict of Interest” includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of HRM in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations contemplated in the Agreement that is the subject of this procurement, the proponent’s other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Proponents should disclose the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who participated in the preparation of the proposal; **AND** who were employees of HRM within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

7. Proposal Irrevocable

The proponent agrees that its proposal shall be irrevocable for a period of **ninety (90)** days following the Submission Deadline.

8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by HRM to the advisers retained by HRM to advise or assist with the RFP process, including with respect to the evaluation of this proposal.

9. Execution of Agreement

The proponent agrees that in the event its proposal is selected by HRM, it will finalize and execute the Agreement in the form set out in Appendix B to this RFP in accordance with the terms of this RFP.

Signature of Witness

Signature of Proponent Representative

Name of Witness

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the proponent