

**Solicitation Number: RFP #020421****CONTRACT**

This Contract is between Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Roth IAMS, 207-1075 N. Service Rd. W., Oakville, ON L6M 2G2 (Vendor).

Sourcewell is a State of Minnesota local government agency and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. Sourcewell issued a public solicitation for Facility Assessment and Planning with Related Services from which Vendor was awarded a contract.

Vendor desires to contract with Sourcewell to provide equipment, products, or services to Sourcewell and the entities that access Sourcewell's cooperative purchasing contracts (Participating Entities).

**1. TERM OF CONTRACT**

- A. **EFFECTIVE DATE.** This Contract is effective upon the date of the final signature below.
- B. **EXPIRATION DATE AND EXTENSION.** This Contract expires March 24, 2025, unless it is cancelled sooner pursuant to Article 22. This Contract may be extended up to one additional one-year period upon request of Sourcewell and with written agreement by Vendor.
- C. **SURVIVAL OF TERMS.** Articles 11 through 14 survive the expiration or cancellation of this Contract.

**2. EQUIPMENT, PRODUCTS, OR SERVICES**

- A. **EQUIPMENT, PRODUCTS, OR SERVICES.** Vendor will provide the Equipment, Products, or Services as stated in its Proposal submitted under the Solicitation Number listed above. Vendor's Equipment, Products, or Services Proposal (Proposal) is attached and incorporated into this Contract.

All Equipment and Products provided under this Contract must be new/current model. Vendor may offer close-out or refurbished Equipment or Products if they are clearly indicated in Vendor's product and pricing list. Unless agreed to by the Participating Entities in advance, Equipment or Products must be delivered as operational to the Participating Entity's site.

This Contract offers an indefinite quantity of sales, and while substantial volume is anticipated, sales and sales volume are not guaranteed.

B. **WARRANTY.** Vendor warrants that all Equipment, Products, and Services furnished are free from liens and encumbrances, and are free from defects in design, materials, and workmanship. In addition, Vendor warrants the Equipment, Products, and Services are suitable for and will perform in accordance with the ordinary use for which they are intended. Vendor's dealers and distributors must agree to assist the Participating Entity in reaching a resolution in any dispute over warranty terms with the manufacturer. Any manufacturer's warranty that is effective past the expiration of the Vendor's warranty will be passed on to the Participating Entity.

C. **DEALERS, DISTRIBUTORS, AND/OR RESELLERS.** Upon Contract execution, Vendor will make available to Sourcewell a means to validate or authenticate Vendor's authorized dealers, distributors, and/or resellers relative to the Equipment, Products, and Services related to this Contract. This list may be updated from time-to-time and is incorporated into this Contract by reference. It is the Vendor's responsibility to ensure Sourcewell receives the most current version of this list.

### **3. PRICING**

All Equipment, Products, or Services under this Contract will be priced as stated in Vendor's Proposal.

When providing pricing quotes to Participating Entities, all pricing quoted must reflect a Participating Entity's total cost of acquisition. This means that the quoted cost is for delivered Equipment, Products, and Services that are operational for their intended purpose, and includes all costs to the Participating Entity's requested delivery location.

Regardless of the payment method chosen by the Participating Entity, the total cost associated with any purchase option of the Equipment, Products, or Services must always be disclosed in the pricing quote to the applicable Participating Entity at the time of purchase.

A. **SHIPPING AND SHIPPING COSTS.** All delivered Equipment and Products must be properly packaged. Damaged Equipment and Products may be rejected. If the damage is not readily apparent at the time of delivery, Vendor must permit the Equipment and Products to be returned within a reasonable time at no cost to Sourcewell or its Participating Entities. Participating Entities reserve the right to inspect the Equipment and Products at a reasonable

time after delivery where circumstances or conditions prevent effective inspection of the Equipment and Products at the time of delivery.

Vendor must arrange for and pay for the return shipment on Equipment and Products that arrive in a defective or inoperable condition.

Sourcwell may declare the Vendor in breach of this Contract if the Vendor intentionally delivers substandard or inferior Equipment or Products. In the event of the delivery of nonconforming Equipment and Products, the Participating Entity will notify the Vendor as soon as possible and the Vendor will replace nonconforming Equipment and Products with conforming Equipment and Products that are acceptable to the Participating Entity.

B. SALES TAX. Each Participating Entity is responsible for supplying the Vendor with valid tax-exemption certification(s). When ordering, a Participating Entity must indicate if it is a tax-exempt entity.

C. HOT LIST PRICING. At any time during this Contract, Vendor may offer a specific selection of Equipment, Products, or Services at discounts greater than those listed in the Contract. When Vendor determines it will offer Hot List Pricing, it must be submitted electronically to Sourcwell in a line-item format. Equipment, Products, or Services may be added or removed from the Hot List at any time through a Sourcwell Price and Product Change Form as defined in Article 4 below.

Hot List program and pricing may also be used to discount and liquidate close-out and discontinued Equipment and Products as long as those close-out and discontinued items are clearly identified as such. Current ordering process and administrative fees apply. Hot List Pricing must be published and made available to all Participating Entities.

#### **4. PRODUCT AND PRICING CHANGE REQUESTS**

Vendor may request Equipment, Product, or Service changes, additions, or deletions at any time. All requests must be made in writing by submitting a signed Sourcwell Price and Product Change Request Form to the assigned Sourcwell Contract Administrator. This form is available from the assigned Sourcwell Contract Administrator. At a minimum, the request must:

- Identify the applicable Sourcwell contract number;
- Clearly specify the requested change;
- Provide sufficient detail to justify the requested change;
- Individually list all Equipment, Products, or Services affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
- Include a complete restatement of pricing documentation in Microsoft Excel with the effective date of the modified pricing, or product addition or deletion. The new pricing

restatement must include all Equipment, Products, and Services offered, even for those items where pricing remains unchanged.

A fully executed Sourcewell Price and Product Request Form will become an amendment to this Contract and be incorporated by reference.

## **5. PARTICIPATION, CONTRACT ACCESS, AND PARTICIPATING ENTITY REQUIREMENTS**

A. PARTICIPATION. Sourcewell's cooperative contracts are available and open to public and nonprofit entities across the United States and Canada; such as federal, state/province, municipal, K-12 and higher education, tribal government, and other public entities.

The benefits of this Contract should be available to all Participating Entities that can legally access the Equipment, Products, or Services under this Contract. A Participating Entity's authority to access this Contract is determined through its cooperative purchasing, interlocal, or joint powers laws. Any entity accessing benefits of this Contract will be considered a Service Member of Sourcewell during such time of access. Vendor understands that a Participating Entity's use of this Contract is at the Participating Entity's sole convenience and Participating Entities reserve the right to obtain like Equipment, Products, or Services from any other source.

Vendor is responsible for familiarizing its sales and service forces with Sourcewell contract use eligibility requirements and documentation and will encourage potential participating entities to join Sourcewell. Sourcewell reserves the right to add and remove Participating Entities to its roster during the term of this Contract.

B. PUBLIC FACILITIES. Vendor's employees may be required to perform work at government-owned facilities, including schools. Vendor's employees and agents must conduct themselves in a professional manner while on the premises, and in accordance with Participating Entity policies and procedures, and all applicable laws.

## **6. PARTICIPATING ENTITY USE AND PURCHASING**

A. ORDERS AND PAYMENT. To access the contracted Equipment, Products, or Services under this Contract, a Participating Entity must clearly indicate to Vendor that it intends to access this Contract; however, order flow and procedure will be developed jointly between Sourcewell and Vendor. Typically, a Participating Entity will issue an order directly to Vendor. If a Participating Entity issues a purchase order, it may use its own forms, but the purchase order should clearly note the applicable Sourcewell contract number. All Participating Entity orders under this Contract must be issued prior to expiration of this Contract; however, Vendor performance, Participating Entity payment, and any applicable warranty periods or other Vendor or Participating Entity obligations may extend beyond the term of this Contract.

Vendor's acceptable forms of payment are included in Attachment A. Participating Entities will be solely responsible for payment and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.

B. **ADDITIONAL TERMS AND CONDITIONS/PARTICIPATING ADDENDUM.** Additional terms and conditions to a purchase order, or other required transaction documentation, may be negotiated between a Participating Entity and Vendor, such as job or industry-specific requirements, legal requirements (e.g., affirmative action or immigration status requirements), or specific local policy requirements. Some Participating Entities may require the use of a Participating Addendum; the terms of which will be worked out directly between the Participating Entity and the Vendor. Any negotiated additional terms and conditions must never be less favorable to the Participating Entity than what is contained in this Contract.

C. **SPECIALIZED SERVICE REQUIREMENTS.** In the event that the Participating Entity requires service or specialized performance requirements (such as e-commerce specifications, specialized delivery requirements, or other specifications and requirements) not addressed in this Contract, the Participating Entity and the Vendor may enter into a separate, standalone agreement, apart from this Contract. Sourcewell, including its agents and employees, will not be made a party to a claim for breach of such agreement.

D. **TERMINATION OF ORDERS.** Participating Entities may terminate an order, in whole or in part, immediately upon notice to Vendor in the event of any of the following events:

1. The Participating Entity fails to receive funding or appropriation from its governing body at levels sufficient to pay for the goods to be purchased;
2. Federal, state, or provincial laws or regulations prohibit the purchase or change the Participating Entity's requirements; or
3. Vendor commits any material breach of this Contract or the additional terms agreed to between the Vendor and a Participating Entity.

E. **GOVERNING LAW AND VENUE.** The governing law and venue for any action related to a Participating Entity's order will be determined by the Participating Entity making the purchase.

## **7. CUSTOMER SERVICE**

A. **PRIMARY ACCOUNT REPRESENTATIVE.** Vendor will assign an Account Representative to Sourcewell for this Contract and must provide prompt notice to Sourcewell if that person is changed. The Account Representative will be responsible for:

- Maintenance and management of this Contract;
- Timely response to all Sourcewell and Participating Entity inquiries; and
- Business reviews to Sourcewell and Participating Entities, if applicable.

B. BUSINESS REVIEWS. Vendor must perform a minimum of one business review with Sourcwell per contract year. The business review will cover sales to Participating Entities, pricing and contract terms, administrative fees, supply issues, customer issues, and any other necessary information.

## **8. REPORT ON CONTRACT SALES ACTIVITY AND ADMINISTRATIVE FEE PAYMENT**

A. CONTRACT SALES ACTIVITY REPORT. Each calendar quarter, Vendor must provide a contract sales activity report (Report) to the Sourcwell Contract Administrator assigned to this Contract. A Report must be provided regardless of the number or amount of sales during that quarter (i.e., if there are no sales, Vendor must submit a report indicating no sales were made).

The Report must contain the following fields:

- Customer Name (e.g., City of Staples Highway Department);
- Customer Physical Street Address;
- Customer City;
- Customer State/Province;
- Customer Zip Code;
- Customer Contact Name;
- Customer Contact Email Address;
- Customer Contact Telephone Number;
- Sourcwell Assigned Entity/Participating Entity Number;
- Item Purchased Description;
- Item Purchased Price;
- Sourcwell Administrative Fee Applied; and
- Date Purchase was invoiced/sale was recognized as revenue by Vendor.

B. ADMINISTRATIVE FEE. In consideration for the support and services provided by Sourcwell, the Vendor will pay an administrative fee to Sourcwell on all Equipment, Products, and Services provided to Participating Entities. The Administrative Fee must be included in, and not added to, the pricing. Vendor may not charge Participating Entities more than the contracted price to offset the Administrative Fee.

The Vendor will submit payment to Sourcwell for the percentage of administrative fee stated in the Proposal multiplied by the total sales of all Equipment, Products, and Services purchased by Participating Entities under this Contract during each calendar quarter. Payments should note the Vendor's name and Sourcwell-assigned contract number in the memo; and must be mailed to the address above "Attn: Accounts Receivable" or remitted electronically to Sourcwell's banking institution per Sourcwell's Finance department instructions. Payments must be received no later than 45 calendar days after the end of each calendar quarter.

Vendor agrees to cooperate with Sourcewell in auditing transactions under this Contract to ensure that the administrative fee is paid on all items purchased under this Contract.

In the event the Vendor is delinquent in any undisputed administrative fees, Sourcewell reserves the right to cancel this Contract and reject any proposal submitted by the Vendor in any subsequent solicitation. In the event this Contract is cancelled by either party prior to the Contract's expiration date, the administrative fee payment will be due no more than 30 days from the cancellation date.

## **9. AUTHORIZED REPRESENTATIVE**

Sourcewell's Authorized Representative is its Chief Procurement Officer.

Vendor's Authorized Representative is the person named in the Vendor's Proposal. If Vendor's Authorized Representative changes at any time during this Contract, Vendor must promptly notify Sourcewell in writing.

## **10. AUDIT, ASSIGNMENT, AMENDMENTS, WAIVER, AND CONTRACT COMPLETE**

A. **AUDIT.** Pursuant to Minnesota Statutes Section 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant this Agreement are subject to examination by Sourcewell or the Minnesota State Auditor for a minimum of six years from the end of this Contract. This clause extends to Participating Entities as it relates to business conducted by that Participating Entity under this Contract.

B. **ASSIGNMENT.** Neither the Vendor nor Sourcewell may assign or transfer any rights or obligations under this Contract without the prior consent of the parties and a fully executed assignment agreement. Such consent will not be unreasonably withheld.

C. **AMENDMENTS.** Any amendment to this Contract must be in writing and will not be effective until it has been fully executed by the parties.

D. **WAIVER.** If either party fails to enforce any provision of this Contract, that failure does not waive the provision or the right to enforce it.

E. **CONTRACT COMPLETE.** This Contract contains all negotiations and agreements between Sourcewell and Vendor. No other understanding regarding this Contract, whether written or oral, may be used to bind either party. For any conflict between the attached Proposal and the terms set out in Articles 1-22, the terms of Articles 1-22 will govern.

F. **RELATIONSHIP OF THE PARTIES.** The relationship of the parties is one of independent contractors, each free to exercise judgment and discretion with regard to the conduct of their

respective businesses. This Contract does not create a partnership, joint venture, or any other relationship such as master-servant, or principal-agent.

## 11. LIABILITY

Vendor must indemnify, save, and hold Sourcewell and its Participating Entities, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees, arising out of the performance of this Contract by the Vendor or its agents or employees; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in the Equipment, Products, or Services under this Contract to the extent the Equipment, Product, or Service has been used according to its specifications.

## 12. GOVERNMENT DATA PRACTICES

Vendor and Sourcewell must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to all data provided by or provided to Sourcewell under this Contract and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by the Vendor under this Contract.

If the Vendor receives a request to release the data referred to in this article, the Vendor must immediately notify Sourcewell and Sourcewell will assist with how the Vendor should respond to the request.

## 13. INTELLECTUAL PROPERTY, PUBLICITY, MARKETING, AND ENDORSEMENT

### A. INTELLECTUAL PROPERTY

1. *Grant of License.* During the term of this Contract:
  - a. Sourcewell grants to Vendor a royalty-free, worldwide, non-exclusive right and license to use the Trademark(s) provided to Vendor by Sourcewell in advertising and promotional materials for the purpose of marketing Sourcewell's relationship with Vendor.
  - b. Vendor grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Vendor's Trademarks in advertising and promotional materials for the purpose of marketing Vendor's relationship with Sourcewell.
2. *Limited Right of Sublicense.* The right and license granted herein includes a limited right of each party to grant sublicenses to its and their respective distributors, marketing representatives, and agents (collectively "Permitted Sublicensees") in advertising and promotional materials for the purpose of marketing the Parties' relationship to Participating Entities. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this Article by any of their respective sublicensees.
3. *Use; Quality Control.*



- a. Sourcewell must not alter Vendor's Trademarks from the form provided by Vendor and must comply with Vendor's removal requests as to specific uses of its trademarks or logos.
  - b. Vendor must not alter Sourcewell's Trademarks from the form provided by Sourcewell and must comply with Sourcewell's removal requests as to specific uses of its trademarks or logos.
  - c. Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party's Trademarks only in good faith and in a dignified manner consistent with such party's use of the Trademarks. Upon written notice to the breaching party, the breaching party has 30 days of the date of the written notice to cure the breach or the license will be terminated.
4. As applicable, Vendor agrees to indemnify and hold harmless Sourcewell and its Participating Entities against any and all suits, claims, judgments, and costs instituted or recovered against Sourcewell or Participating Entities by any person on account of the use of any Equipment or Products by Sourcewell or its Participating Entities supplied by Vendor in violation of applicable patent or copyright laws.
5. *Termination.* Upon the termination of this Contract for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party's name or logo (excepting Sourcewell's pre-printed catalog of vendors which may be used until the next printing). Vendor must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell's written directions.

B. **PUBLICITY.** Any publicity regarding the subject matter of this Contract must not be released without prior written approval from the Authorized Representatives. Publicity includes notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the Vendor individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this Contract.

C. **MARKETING.** Any direct advertising, marketing, or offers with Participating Entities must be approved by Sourcewell. Materials should be sent to the Sourcewell Contract Administrator assigned to this Contract.

D. **ENDORSEMENT.** The Vendor must not claim that Sourcewell endorses its Equipment, Products, or Services.

#### **14. GOVERNING LAW, JURISDICTION, AND VENUE**

Minnesota law governs this Contract. Venue for all legal proceedings out of this Contract, or its breach, must be in the appropriate state court in Todd County or federal court in Fergus Falls, Minnesota.

## 15. FORCE MAJEURE

Neither party to this Contract will be held responsible for delay or default caused by acts of God or other conditions that are beyond that party's reasonable control. A party defaulting under this provision must provide the other party prompt written notice of the default.

## 16. SEVERABILITY

If any provision of this Contract is found to be illegal, unenforceable, or void then both Sourcewell and Vendor will be relieved of all obligations arising under such provisions. If the remainder of this Contract is capable of performance, it will not be affected by such declaration or finding and must be fully performed.

## 17. PERFORMANCE, DEFAULT, AND REMEDIES

A. **PERFORMANCE.** During the term of this Contract, the parties will monitor performance and address unresolved contract issues as follows:

1. *Notification.* The parties must promptly notify each other of any known dispute and work in good faith to resolve such dispute within a reasonable period of time. If necessary, Sourcewell and the Vendor will jointly develop a short briefing document that describes the issue(s), relevant impact, and positions of both parties.
2. *Escalation.* If parties are unable to resolve the issue in a timely manner, as specified above, either Sourcewell or Vendor may escalate the resolution of the issue to a higher level of management. The Vendor will have 30 calendar days to cure an outstanding issue.
3. *Performance while Dispute is Pending.* Notwithstanding the existence of a dispute, the Vendor must continue without delay to carry out all of its responsibilities under the Contract that are not affected by the dispute. If the Vendor fails to continue without delay to perform its responsibilities under the Contract, in the accomplishment of all undisputed work, any additional costs incurred by Sourcewell and/or its Participating Entities as a result of such failure to proceed will be borne by the Vendor.

B. **DEFAULT AND REMEDIES.** Either of the following constitutes cause to declare this Contract, or any Participating Entity order under this Contract, in default:

1. Nonperformance of contractual requirements, or
2. A material breach of any term or condition of this Contract.

Written notice of default and a reasonable opportunity to cure must be issued by the party claiming default. Time allowed for cure will not diminish or eliminate any liability for liquidated or other damages. If the default remains after the opportunity for cure, the non-defaulting party may:

- Exercise any remedy provided by law or equity, or
- Terminate the Contract or any portion thereof, including any orders issued against the Contract.

## 18. INSURANCE

A. REQUIREMENTS. At its own expense, Vendor must maintain insurance policy(ies) in effect at all times during the performance of this Contract with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:

1. *Workers' Compensation and Employer's Liability.*

Workers' Compensation: As required by any applicable law or regulation.

Employer's Liability Insurance: must be provided in amounts not less than listed below:

Minimum limits:

\$500,000 each accident for bodily injury by accident

\$500,000 policy limit for bodily injury by disease

\$500,000 each employee for bodily injury by disease

2. *Commercial General Liability Insurance.* Vendor will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Contract.

Minimum Limits:

\$1,000,000 each occurrence Bodily Injury and Property Damage

\$1,000,000 Personal and Advertising Injury

\$2,000,000 aggregate for Products-Completed operations

\$2,000,000 general aggregate

3. *Commercial Automobile Liability Insurance.* During the term of this Contract, Vendor will maintain insurance covering all owned, hired, and non-owned automobiles in limits of liability not less than indicated below. The coverage must be subject to terms no less broad than ISO Business Auto Coverage Form CA 0001 (2010 edition or newer), or equivalent.

Minimum Limits:

\$1,000,000 each accident, combined single limit

4. *Umbrella Insurance*. During the term of this Contract, Vendor will maintain umbrella coverage over Workers' Compensation, Commercial General Liability, and Commercial Automobile.

Minimum Limits:  
\$2,000,000

5. *Professional/Technical, Errors and Omissions, and/or Miscellaneous Professional Liability*. During the term of this Contract, Vendor will maintain coverage for all claims the Vendor may become legally obligated to pay resulting from any actual or alleged negligent act, error, or omission related to Vendor's professional services required under this Contract.

Minimum Limits:  
\$2,000,000 per claim or event  
\$2,000,000 – annual aggregate

6. *Network Security and Privacy Liability Insurance*. During the term of this Contract, Vendor will maintain coverage for network security and privacy liability. The coverage may be endorsed on another form of liability coverage or written on a standalone policy. The insurance must cover claims which may arise from failure of Vendor's security resulting in, but not limited to, computer attacks, unauthorized access, disclosure of not public data – including but not limited to, confidential or private information, transmission of a computer virus, or denial of service.

Minimum limits:  
\$2,000,000 per occurrence  
\$2,000,000 annual aggregate

Failure of Vendor to maintain the required insurance will constitute a material breach entitling Sourcewell to immediately terminate this Contract for default.

B. CERTIFICATES OF INSURANCE. Prior to commencing under this Contract, Vendor must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Contract. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or sent to the Sourcewell Contract Administrator assigned to this Contract. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf.

Failure to request certificates of insurance by Sourcewell, or failure of Vendor to provide certificates of insurance, in no way limits or relieves Vendor of its duties and responsibilities in this Contract.

C. ADDITIONAL INSURED ENDORSEMENT AND PRIMARY AND NON-CONTRIBUTORY INSURANCE CLAUSE. Vendor agrees to list Sourcewell and its Participating Entities, including their officers, agents, and employees, as an additional insured under the Vendor's commercial

general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Vendor, and products and completed operations of Vendor. The policy provision(s) or endorsement(s) must further provide that coverage is primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.

D. **WAIVER OF SUBROGATION.** Vendor waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Contract or other insurance applicable to the Vendor or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Vendor or its subcontractors. Where permitted by law, Vendor must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

E. **UMBRELLA/EXCESS LIABILITY/SELF-INSURED RETENTION.** The limits required by this Contract can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

## **19. COMPLIANCE**

A. **LAWS AND REGULATIONS.** All Equipment, Products, or Services provided under this Contract must comply fully with applicable federal laws and regulations, and with the laws in the states and provinces in which the Equipment, Products, or Services are sold.

B. **LICENSES.** Vendor must maintain a valid and current status on all required federal, state/provincial, and local licenses, bonds, and permits required for the operation of the business that the Vendor conducts with Sourcewell and Participating Entities.

## **20. BANKRUPTCY, DEBARMENT, OR SUSPENSION CERTIFICATION**

Vendor certifies and warrants that it is not in bankruptcy or that it has previously disclosed in writing certain information to Sourcewell related to bankruptcy actions. If at any time during this Contract Vendor declares bankruptcy, Vendor must immediately notify Sourcewell in writing.

Vendor certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Contract. Vendor further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time.

## **21. PROVISIONS FOR NON-UNITED STATES FEDERAL ENTITY PROCUREMENTS UNDER UNITED STATES FEDERAL AWARDS OR OTHER AWARDS**

Participating Entities that use United States federal grant or FEMA funds to purchase goods or services from this Contract may be subject to additional requirements including the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may also require additional requirements based on specific funding specifications. Within this Article, all references to “federal” should be interpreted to mean the United States federal government. The following list only applies when a Participating Entity accesses Vendor’s Equipment, Products, or Services with United States federal funds.

A. **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all contracts that meet the definition of “federally assisted construction contract” in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. §60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 C.F.R. § 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.” The equal opportunity clause is incorporated herein by reference.

B. **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148).** When required by federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. § 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 C.F.R. § 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-federal entity must report all suspected or reported violations to the federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 C.F.R. § 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-federal entity must report

all suspected or reported violations to the federal awarding agency. Vendor must be in compliance with all applicable Davis-Bacon Act provisions.

C. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708). Where applicable, all contracts awarded by the non-federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations (29 C.F.R. § 5). Under 40 U.S.C. § 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. This provision is hereby incorporated by reference into this Contract. Vendor certifies that during the term of an award for all contracts by Sourcewell resulting from this procurement process, Vendor must comply with applicable requirements as referenced above.

D. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT. If the federal award meets the definition of “funding agreement” under 37 C.F.R. § 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 C.F.R. § 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency. Vendor certifies that during the term of an award for all contracts by Sourcewell resulting from this procurement process, Vendor must comply with applicable requirements as referenced above.

E. CLEAN AIR ACT (42 U.S.C. § 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. § 1251-1387). Contracts and subgrants of amounts in excess of \$150,000 require the non-federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. § 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. § 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA). Vendor certifies that during the term of this Contract will comply with applicable requirements as referenced above.

F. DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689). A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R.

§180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Vendor certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

G. BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352). Vendors must file any required certifications. Vendors must not have used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Vendors must disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the non-federal award. Vendors must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

H. RECORD RETENTION REQUIREMENTS. To the extent applicable, Vendor must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Vendor further certifies that it will retain all records as required by 2 C.F.R. § 200.333 for a period of 3 years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

I. ENERGY POLICY AND CONSERVATION ACT COMPLIANCE. To the extent applicable, Vendor must comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

J. BUY AMERICAN PROVISIONS COMPLIANCE. To the extent applicable, Vendor must comply with all applicable provisions of the Buy American Act. Purchases made in accordance with the Buy American Act must follow the applicable procurement rules calling for free and open competition.

K. ACCESS TO RECORDS (2 C.F.R. § 200.336). Vendor agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Vendor that are directly pertinent to Vendor’s discharge of its obligations under this Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Vendor’s personnel for the purpose of interview and discussion relating to such documents.



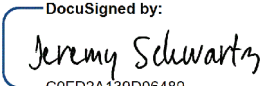
L. PROCUREMENT OF RECOVERED MATERIALS (2 C.F.R. § 200.322). A non-federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. § 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

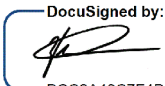
**22. CANCELLATION**

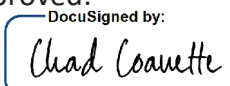
Sourcewell or Vendor may cancel this Contract at any time, with or without cause, upon 60 days' written notice to the other party. However, Sourcewell may cancel this Contract immediately upon discovery of a material defect in any certification made in Vendor's Proposal. Cancellation of this Contract does not relieve either party of financial, product, or service obligations incurred or accrued prior to cancellation.

Sourcewell

Roth IAMS

DocuSigned by:  
  
By: C0FD2A139D06489...  
Jeremy Schwartz  
Title: Chief Procurement Officer  
Date: 3/23/2021 | 7:54 PM CDT

DocuSigned by:  
  
By: BCC2A48C7F4D487...  
William (Bill) Roth  
Title: President  
Date: 3/23/2021 | 5:02 PM PDT

Approved:  
DocuSigned by:  
  
By: 7E42B8F817A64CC...  
Chad Coquette  
Title: Executive Director/CEO  
Date: 3/23/2021 | 8:05 PM CDT

# RFP 020421 - Facility Assessment and Planning with Related Services

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## Vendor Details

Company Name: Roth IAMS

Does your company conduct business under any other name? If yes, please state: FCAPX a Division of Roth IAMS

Address: 207-1075 N. Service Rd. W.  
Oakville, ON L6M 2G2

Contact: Bill Roth

Email: proposal@rothiams.com

Phone: 289-295-1065

HST#:

## Submission Details

Created On: Tuesday December 22, 2020 14:34:53

Submitted On: Thursday February 04, 2021 07:42:14

Submitted By: Bill Roth

Email: proposal@rothiams.com

Transaction #: 41e143d3-7e55-4441-b1ca-3c2d0435627c

Submitter's IP Address: 24.150.179.29

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## Specifications

**Table 1: Proposer Identity & Authorized Representatives**

**General Instructions** (applies to all Tables) Sourcewell prefers a brief but thorough response to each question. Please do not merely attach additional documents to your response without also providing a substantive response. Do not leave answers blank; mark "NA" if the question does not apply to you (preferably with an explanation).

Line Item	Question	Response *
1	Proposer Legal Name (and applicable d/b/a, if any):	William (Bill) Roth President
2	Proposer Address:	207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 bill.roth@rothiams.com 289-295-1065 ext. 101
3	Proposer website address:	www.rothiams.com
4	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer and, in the event of award, will be expected to execute the resulting contract):	William (Bill) Roth President 207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 bill.roth@rothiams.com 289-295-1065 ext. 101
5	Proposer's primary contact for this proposal (name, title, address, email address & phone):	William (Bill) Roth President 207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 bill.roth@rothiams.com 289-295-1065 ext. 101
6	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Tammy Ward Vice-President, Eastern Region 207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 tammy.ward@rothiams.com 289-295-1065 ext. 210  Curtis Loblick Vice-President, Western Region 171 3-11 Bellrose Drive St. Albert (Edmonton) AB T8N 5C9 curtis.loblick@rothiams.com 587-442-0272 ext. 204  Norman Lobo Vice-President, Service Excellence 207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 norman.lobo@rothiams.com 289-295-1065 ext. 103  Katherine Wood Marketing Manager 207-1075 N. Service Rd. W. Oakville, Ontario L6M 2G2 katherine.wood@rothiams.com 289-295-1065 ext. 114

**Table 2: Company Information and Financial Strength**

Line Item	Question	Response *
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7

Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested equipment, products or services.

Roth IAMS has uploaded attachments using the Table Numbers associated with the response. Where multiple attachments are included within a specific table, we have created a ZIP file with the attachments within it. The individual files are labeled based on the specific response that it relates to. The file name also includes a description of what is contained within the document. Where multiple attachments are associated with a single response, the file name includes a sequential numbering based on where it is referenced in our response.

#### Company Profile and Related Project Experience

Roth IAMS, operating in Canada as Roth IAMS Ltd. and in the United States as Roth IAMS LLC is a federally incorporated (2014) company formed for the sole purpose of providing Facility and Infrastructure Assessment and Asset Management Services for large and/or geographical diverse portfolios across North America. For the purpose of this proposal, the primary contact is as follows:

- William (Bill) Roth, President
- 207 – 1075 North Service Road West, Oakville, ON L6M 2G2
- Ph: 289-295-1065 ext. 101
- Em: bill.roth@rothiams.com

Additionally, within Canada, Roth IAMS also does business through our division FCAPX.

#### Overview of Services and Company Size

Our team includes nearly 50 full-time staff members including Professional Engineers, Geoscientists, Technologists and Technicians whose shared vision is to solve the world's deferred capital renewal and maintenance backlog crisis.

Roth IAMS core business is Facility and Infrastructure Asset Management. We are not a design firm that provides these services in its spare time. We are not an engineering company that does this work for a chance to work on the renewal projects.

In addition to our assessment expertise, our team members have extensive expertise working with clients to utilize their existing facility assessment and other technical data (e.g., environmental, energy, functional, sustainability, etc.) to design and execute capital renewal programs and Asset Management Plans. Our key areas of business include:

- Building Condition Assessments;
- Asset Management Strategy and Plan Development;
- Asset Management Database Maintenance; and Reporting
- Project and Program Development;
- Asset Management Software Review and Implementation;
- Data Mining and Analytics;
- Accessibility Assessments;
- Energy Assessments (ASHRAE Level 1, 2 and 3) and Management;
- Preventative Maintenance Planning;
- Asset Inventory and Tagging;
- Contract Reviews;
- Green Building Strategies, Policies and Procedures;
- LEED and BOMA BEST Space Planning Consulting Facilitation;
- Space Planning Studies;
- Facility Management Plans;
- Re/Retro-commissioning; and
- Building Performance Consulting.

In addition to the professional services offered through Roth IAMS, we are also a license reseller of facility management software offered through our Sister Company, SLAM Technologies Ltd. (SLAM). SLAM is co-owned by Bill Roth, Roth IAMS Founder and President, and provides Software-as-a-Service (SaaS) facility asset management tools that support Roth IAMS in the delivery of many of our professional services. Additionally, for clients that wish to leverage the SLAM technology, Roth IAMS is able to offer annual licenses to our clients as well.

#### Condition Assessment Expertise

Our team of experienced project managers and site assessment professionals have unparalleled expertise in delivering consistent and defensible condition assessment data that has assisted our clients in securing over \$5 Billion in additional renewal funding for their existing buildings. In addition to our FCA expertise, our team members have extensive expertise working with clients to utilize their FCA and other technical data (e.g., environmental, energy, functional, sustainability, etc.) to design and execute capital renewal programs.

The key staff members involved in Roth IAMS have collaborated on projects for nearly 25 years ensuring our clients that our team will work together seamlessly to achieve the collective project team goals. Our team members have been involved in delivering FCAs for over 22,000 properties.

#### Asset Management Expertise

Roth IAMS has a primary focus of assisting institutions design, execute and monitor Integrated AM Plans and Strategies. Our proposed project team has collaborated with some of the largest public sector clients across Canada to align their FCA and AM Programs.

Our project work has included the development of Multi-year Integrated Capital Plans, Municipal Asset Management Plans (AMPs), AM Policy Development, AM Framework Development, Multivariable Prioritization Development and On-Going Data Management and Strategies.

We believe that AM must look at assets in a holistic way and go beyond just condition. The best asset investments can only be made when clients view their portfolios with a whole-asset approach to understanding all the competing factors that impact asset performance (condition, regulatory concerns, environmental concerns, functional/program concerns as well as energy/sustainability opportunities).

#### Energy Management Expertise

Roth IAMS views Energy Management as a critical aspect to an Integrated AM Program. As such, we believe that Energy Assessment information should be easily integrated with other facility data such as condition information. This allows for more streamlined decision making when balancing renewal and efficiency needs with limited capital budgets.

Following the frameworks provided by ASHRAE, Roth IAMS tailors our Energy Assessment work to align with our client's business objectives. For example, most clients are looking to maximize their return-on-investment when making energy upgrade decisions. However, in some cases, clients are more concerned with Greenhouse Gas Reduction. These two scenarios are not always mutually exclusive. In applying engineering first principals, aligned with our client's objectives, and viewed through the lens of capital renewal needs, Roth IAMS provides energy management scenarios that work for our clients.

#### Preventative Maintenance (PM) Planning Expertise

Roth IAMS has worked with numerous clients to develop PM Programs to support on-going Facility AM. By combining a detailed equipment level inventory for a facility, with a Master PM Schedule, organizations can quickly and easily begin the process of developing a PM Program. Our approach recognizes that very few organizations can "flip a switch" and go from minimal (or no) PM to a fully functional PM Program. As such, leveraging our proprietary intellectual property and software tools, we allow clients to iteratively experiment with PM tasks by system (e.g. Boilers) or individual pieces of equipment (Boiler #3) so that a program can be designed to match the current resources and skills of the client's team. As the program evolves, the tools can be used to drive the evolution of the PM program, develop business cases for adding staff, and/or supporting the outsourcing of specific maintenance tasks to a 3rd Party.

#### Building Operations Expertise

Roth IAMS believes that to truly maximize any AM program, it must also include a focus on building operations and facilities management. Our Building Operations Practice, drawing on the expertise of staff that come from the Facility and Property Management field, focuses on the Operations and Maintenance (O&M) elements of Asset Management. Using industry best practices as the foundation, our team of experts collaborate with our clients to ensure that all (O&M) elements of the organization, such as equipment maintenance, equipment inventories etc. are aligned with the overall objectives of AMPs, more specifically Capital Planning.

Our team will take a holistic view of our client's organization and consider programs that will capitalize on their available resources, therefore providing the best possible solution to the organization's needs as it relates to equipment tagging, preventative maintenance and materials management programs.

#### Our Sector Leadership

William (Bill) Roth, President of Roth IAMS, has provided presentations and participated in expert panels on CAs, Capital Planning and Asset Management at some of North America's largest real estate conferences including:

- BOMA International Annual Conference and Expo;
- BOMEX (BOMA Canada's Annual Conference);
- PM Expo & Construct Canada;
- Ontario Association of School Board Officials – Operations, Maintenance and Construction Annual Conference;
- Eastern Region Association of Physical Plant Administrators (ERAPPA) Annual Conference
- Western Canada University Physical Plant Administrators (WCUPPA) Conference;
- Council of Educational Facility Planners International (CEFPI);
- And many more.

Additionally, Bill was an adjunct professor at Seneca College where he taught the Strategic Real Estate Finance Class as part of the Building Environmental Systems program. The course focuses on key financial issues that face facility and asset managers including capital planning, budgeting, life cycle costing and much more.

#### Our Vision & Core Values

At Roth IAMS, our vision is "To Solve the World's Deferred Capital Renewal and Maintenance (DCRM) Backlog Crisis". We believe that our Vision will align with many of Sourcewell's partners' desire to develop more data-based and consistent approach to addressing its DCRM associated with its portfolio.

At Roth IAMS, we live our core values in every interaction that we have with our clients and each other.

- Collaborative – Only by understanding each other and our uniqueness can we tailor the best solutions for our clients.
- Passionate – Our love for what we do and why we do it drives us towards excellence.
- Consistently Curious – We are always seeking knowledge and challenging the status quo.

We trust that these values will come through in the information outlined in this proposal. We truly believe that these values set us apart from other organizations that provide the same services we do. We look forward to putting our vision and core value to work with Sourcewell, and its partners on this important partnership.

#### Our Philosophy

Traditional Asset Management has been executed through silos within organizations, with each department responsible for its own asset type (buildings, roads, water/wastewater, etc.) or a specific discipline associated with an asset (capital, maintenance, environmental, energy, etc.), and has focused on short term vs long term goals. Based on our experience, this approach results in lost opportunity for asset and financial optimization. We believe that by collaborating with all stakeholders, an integrated strategy will result in a more efficient (lower capital costs) and effective (better business outcomes for invested capital) allocation of capital dollars, while leveraging assets towards the overall goals of our client.

We understand that some of the aspects of the Integrated Asset Management Framework outlined below are beyond the scope of work for this project. However, we felt that it would provide greater context to our approach to include the entire framework.

#### Business Objectives and Processes

To support the business-focus of any Asset Management Framework, it must be founded on current and long-term Business Objectives and Business Processes. All decisions and plans must further the overall client objectives and be feasible within the corporate structure that is driven by business processes. In addition, while ensuring tactical strategies to address near-term needs, it is critical to ensure that the focus on the long-term strategies is not forgotten.

#### Data

Data is the integral part of understanding any issue related to an existing asset, whether that be condition data, regulatory/code liability, performance, space utilization, energy consumption, etc. For an organization to determine the optimal data required, it needs to focus on the desired project outcome(s). The type of data collected, the necessary level of detail, and the team or teams responsible for collecting it will all impact the downstream ability to plan based on the data, and the overall project costs. For a project to be successful, the project team must understand the current state of data, and to develop a framework going-forward to allow data collection to be done in alignment with our client's existing Asset Management Framework.

The foundation of any sustainable buildings program is the comparison of the performance or design of capital assets against current industry standards and best practices. What gets measured can be managed. The collection of the appropriate data can allow for benchmarking of current performance, the establishment of reasonable targets for improvement, and the monitoring of progress towards these goals.

#### Tools

With a clear picture of the type and amount of data that will be required, the next critical factor is related to the tools that will be used to store, manage and manipulate the data. If the dataset is relatively limited, a spreadsheet may meet a client's functionality needs. However, for a large, complex set of data, or where sophisticated prioritization and business case development is required, more robust tools will be required to provide the desired analysis.

#### Prioritization

The Competition for Capital continues to increase for portfolio owners/managers as assets age, energy/resource prices rise, and government regulation becomes more intense. The simplistic "High, Medium and Low" prioritization methodologies employed are no longer sufficient to manage portfolio risks.

Almost all organizations have a significant deferred maintenance backlog and lack the capital required to address even its "High" needs, not to mention Medium or Low priorities. As such, for complex, diverse portfolios, we recommend a more robust priority scheme based on weightings and algorithms supported by overall corporate business objectives. In this way mission, critical assets can rightly access higher levels of funding than support assets. Demographics, functional adequacy, energy performance and other key issues that impact business can be built into the priority scheme.

#### Budgeting

At this stage of the process, we shift from a highly technical focus (collecting, managing and manipulating building data) that is generally within the comfort zone of the staff responsible for the maintaining the assets and who have a grasp of its complexity. To effectively communicate with the senior executives who will fund the asset management program, it is vital that we "translate" all the technical data into a high-level financial and risk-based discussion.

#### Design, Execution and Monitoring

With the technical requirements clearly communicated and budgets in-place, it is time to move the program forward from the planning stage to the design and construction phases. There are two areas of focus that are sometimes overlooked during renewal projects, which are critical to the development of an on-going asset management program. These are commissioning and post project operational monitoring.

Commissioning provides confirmation that the mechanical systems have been installed and are operating as they were designed and should allow for the achievement of the overall goals of the proposed work plan. Post-project operational monitoring also provides additional data to demonstrate that a project achieves the specific results (e.g. energy savings, improved ventilation, etc.) it was designed to. Each of these processes creates additional data that can be fed back into the framework at the foundation to allow for on-going asset management.

#### Our Clients

Roth IAMS has had the privilege to collaborate with the owners of some on the largest portfolios of buildings in North America including:

- All 24 Ontario Colleges
- All 21 Ontario Universities
- City of Calgary
- City of Vancouver
- City of Abbotsford
- City of Cornwall
- Regional Municipality of York
- Region of Peel
- Saskatchewan Ministry of SaskBuilds and Procurement
- Government of Yukon Department of Highways and Public Works
- Alberta Infrastructure
- Niagara Region
- Toronto Community Housing Corporation

		<ul style="list-style-type: none"> <li>• Infrastructure Ontario</li> <li>• Ontario Ministry of Education</li> <li>• District School Board of Niagara</li> <li>• Durham Catholic District School Board</li> <li>• Ridley College</li> <li>• And many more.</li> </ul>
8	<p>What are your company's expectations in the event of an award?</p>	<p>Should Roth IAMS Ltd. be awarded a partnership with Sourcewell, we would recommend first a kick-off meeting with Sourcewell stakeholders to go over the future partnership and to develop a rapport between our team and the Sourcewell team that will be involved with our agreement. Ideally, we would like to have this meeting in-person. However, this will likely depend on the COVID-19 situation at the time of award.</p> <p>We assume that Sourcewell will provide some type of media or social media release to announce the new agreement/partnership. Ideally, our Marketing and Communications team would have the opportunity to collaborate with the Sourcewell team to maximize the synergy and value of the release. We would issue a consistent and complimentary release across our network as well.</p> <p>Following the initial announcement and kick-off of the partnership, in our opinion that is when we need to get down to work on the sales and marketing side of things.</p> <p>First off, Roth IAMS has a number of clients, some that are already Sourcewell partners and some that are not, that we have relationships with; and they have had to go to public procurement for our services. The end result has been low-price, low-value consultants that have in the past worked with us or have expressed a desire to work with us even though we are not a low-price firm. These clients represent near-term opportunities to sign up work under the new agreement, and hopefully also create some new partners for Sourcewell.</p> <p>For potential new Sourcewell partners, we would expect that Sourcewell would provide a representative to assist a new partner in engaging with Sourcewell. We understand that this process is fairly straight forward. However, in our experience if we are able to provide the prospective partner with someone to connect with directly, it makes the process a more seamless transition. However, if this is not the case, I am sure we can assist our clients in navigating the process.</p> <p>Secondly, Roth IAMS is committed to hiring a new member of our Marketing and Communications team whose primary responsibility will be to leverage the Sourcewell partnership. They will work closely with our experienced technical and sales professionals to ensure that we are doing everything we can to leverage the agreement that we have. For more information on our approach to marketing, please see our responses to the appropriate marketing questions.</p> <p>We would recommend a Sourcewell/Roth IAMS stakeholders' session at least twice a year. This will give each party a chance to discuss the activities that are being done on both sides to promote the partnership, as well as discuss potential new strategies for marketing to prospective clients both within and outside the current Sourcewell network.</p> <p>At Roth IAMS (and FCAPX) we take pride in providing knowledge and training to our client sectors. We regularly host or participate in webinars and presentations at conferences. From our research it appears that Sourcewell does host webinars and training sessions for its members. To help kick-off the partnership, Roth IAMS would be pleased to provide a presentation of a topic of interest to Sourcewell members, related to one of our areas of expertise.</p> <p>We expect that additional "first steps" will be discussed and action items developed following the kick-off meeting. We do not claim to have all the best answers. We want to learn from Sourcewell what other approaches have worked when launching previous new agreements.</p>



9	<p>Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response.</p>	<p>Roth IAMS was founded in 2014 and has been profitable every year since. We have grown from a single practitioner to a team of nearly 50 professionals located in seven different markets across Canada and have begun our expansion into the United States (was originally planned for early 2020, but was delayed due to COVID-19). We have demonstrated our ability to grow through COVID-19, having increased our top line revenue 15% year-over-year during FY2020 (November 1, 2019 to October 31, 2020).</p> <p>Roth IAMS has included a copy of our financial results for FY2020. As you can see, despite dealing with COVID-19, Roth IAMS still was able to have a very successful year, demonstrating our financial strength and stability.</p> <p>Additionally, we have also uploaded a letter of financial good standing from our bank, CIBC with whom we have done business since our founding in 2014.</p>	*
10	<p>What is your US market share for the solutions that you are proposing?</p>	<p>Roth IAMS LLC, our U.S. company was recently incorporated. Originally our expansion into the U.S. market was planned for 2020. However, the COVID 19 pandemic delayed the expansion. However, key members of our team have worked extensively in the U.S. market in the past on the services that we are proposing as part of this program.</p> <p>Additionally, our plan, mirroring what we have done in Canada over the last six years, is to grow a team of full-time employees across the U.S., targeting public sector entities with large portfolios of real property assets.</p> <p>To support our U.S. team as we grow our U.S. practice, we have staff located across Canada, meaning that we have staff within a three-hour flight of anywhere within the continental U.S. and Alaska.</p>	*
11	<p>What is your Canadian market share for the solutions that you are proposing?</p>	<p>Although there is not clear tracking of the overall market for all of the services included in this program, we are a leading provider of Facility Condition Assessments (FCAs) across Canada. When it comes to professional services supporting real property asset management, Roth IAMS is a clear market leader across all of the services that we are proposing. Our client list includes many of Canada's largest Universities, Colleges, Municipalities and Provincial and Territorial Governments. Our team (prior to and since forming Roth IAMS) has completed over 22,000 Facility Condition Assessments (FCAs) across North America. We would estimate that our market share would be between 10% and 15% across Canada for FCAs, where we would be considered to have one of the largest market shares. For other services, our market share would be less than 10%, but would be considerable compared to our competitors.</p> <p>All of the above being said, Roth IAMS (as well as our division FCAPX) is one of, if not the, fastest growing player within the facility and infrastructure asset management space across Canada.</p>	*
12	<p>Has your business ever petitioned for bankruptcy protection? If so, explain in detail.</p>	<p>No we have never petitioned or filed for bankruptcy protection. Roth IAMS has been profitable every year since it was founded in 2014.</p>	*
13	<p>How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer whichever question (either a) or b) just below) best applies to your organization.</p> <p>a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned?</p> <p>b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?</p>	<p>a) Roth IAMS is a service provider. However, as previously mentioned, we are also a reseller of facility asset management software on behalf of our sister company SLAM Technologies Ltd. (SLAM), which is co-owned by Roth IAMS Founder and President, Bill Roth. A letter of authorization from SLAM, confirming Roth IAMS as a reseller of SLAM software licenses has been included in our attachments.</p> <p>b) Roth IAMS Ltd., as well as our division FCAPX (a brand through which we also do business), is a professional services firm providing management and engineering consulting services.</p> <p>All of our staff are full time employees including our project delivery teams as well as our sales and marketing teams.</p> <p>Where needed, we do work with subconsultant partners that can provide specialized expertise in specific areas (e.g. Elevator Consultant). We have a network of partners that we work with across many geographic areas. However, if a client has a preferred specialist, we are also willing to work with those firms that our clients recommend, when needed. However, less than 5% of our projects generally require a specialist subconsultant.</p>	*

14	If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.	<p>Roth IAMS possesses permits to practice from the appropriate licensing group (Professional Engineers Association) in each market where we have staff, and where we provide our services currently. As we have done since our founding, we will continue to secure licenses as required by the guidelines and regulations within each market where we provide services.</p> <p>Many of Roth IAMS staff are also licensed professional (Engineers, Technicians/Technologists, Geoscientists, etc.). In addition to being licensed in their home jurisdictions, several of our staff are licensed in multiple jurisdictions as required by specific clients on specific engagements.</p>	*
15	Provide all "Suspension or Debarment" information that has applied to your organization during the past ten years.	Roth IAMS has not been subject to any "Suspension or Debarment" action in the last 10 years.	*

**Table 3: Industry Recognition & Marketplace Success**

Line Item	Question	Response *								
16	Describe any relevant industry awards or recognition that your company has received in the past five years	<p>Roth IAMS, through our division FCAPX (formerly Facility Condition Assessment Portfolio eXperts), was awarded a Platinum Supplier Recognition Award from Ontario Education Collaborative Marketplace (OECM) in 2020. We were one of five suppliers awarded the highest level of recognition, and the only one within our category, Facility Condition Assessments (FCAs) that was an award recipient.</p> <p>Although not an industry award, based on the work that we have done for Ontario Colleges since 2017 (through our OECM partnership) providing FCAs and other professional services to all 24 Ontario Colleges, we were awarded a similar project for all 21 Ontario Universities. Together the portfolio represents over 1,700 facilities and 140 Million sq.ft. of buildings across Ontario.</p> <p>Roth IAMS is pleased to provide four client reference letters that we have received associated with our work as Attachment 16.1. Please note that some of these projects were completed under the FCAPX brand, which, as before, is currently a division of Roth IAMS. FCAPX was previously a separate company owned by Roth IAMS, but was merged with Roth IAMS in 2019.</p>								
17	What percentage of your sales are to the governmental sector in the past three years	For Fiscal Years 2018, 2019 and 2020 our Government Sector Work (Federal/Provincial/State and Local/Municipal) represents 36% of our total revenue.								
18	What percentage of your sales are to the education sector in the past three years	For Fiscal Years 2018, 2019 and 2020, our Education (K-12 and Higher Education) sector revenue represents 45% of our total revenue.								
19	List any state, provincial, or cooperative purchasing contracts that you hold. What is the annual sales volume for each of these contracts over the past three years?	<p>Roth IAMS, through our division FCAPX holds a contract for Facility Condition Assessments (FCAs) with the OECM, a cooperative purchasing group that focuses on public sector work within Ontario. Our partnership began in 2017 and was recently extended through 2027.</p> <p>Through this agreement we have been awarded FCAs, Accessibility Assessments, Energy Audits, Capital Planning and Asset Management services for all 24 Ontario Colleges (2017) and all 21 Universities (2020), a combined portfolio of nearly 140 Million sq.ft. of higher education space.</p> <p>The total contact value for the past three years is as follows:</p> <table border="0"> <tr> <td>2018</td> <td>\$860,000</td> </tr> <tr> <td>2019</td> <td>\$1,935,000</td> </tr> <tr> <td>2020</td> <td>\$2,111,000</td> </tr> <tr> <td>Total</td> <td>\$4,906,000</td> </tr> </table>	2018	\$860,000	2019	\$1,935,000	2020	\$2,111,000	Total	\$4,906,000
2018	\$860,000									
2019	\$1,935,000									
2020	\$2,111,000									
Total	\$4,906,000									
20	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	<p>We do not hold any GSA Contracts for the services offered as part of this proposal.</p> <p>In addition to our on-going Province-Wide Facility Condition Assessments (FCA) work outlined in response 19, we currently have standing offers with the following clients for (FCAs):</p> <ul style="list-style-type: none"> <li>• Infrastructure Ontario (2017 to Present) <ul style="list-style-type: none"> <li>o FY 2018 - \$140,650</li> <li>o FY 2019 - \$51,528</li> <li>o FY 2020 - \$84,992</li> </ul> </li> <li>• City of Calgary (2019 to Present) <ul style="list-style-type: none"> <li>o FY 2018 – \$0 (Began in 2019)</li> <li>o FY 2019 - \$66,700</li> <li>o FY 2020 - \$244,157</li> </ul> </li> <li>• City of Vancouver (2019 to Present) <ul style="list-style-type: none"> <li>o FY 2018 – \$0 (Began in 2019)</li> <li>o FY 2019 - \$263,168</li> <li>o FY 2020 - \$460,421</li> </ul> </li> <li>• Toronto Community Housing Corporation (2017 to Present) <ul style="list-style-type: none"> <li>o FY 2018 – \$3,960</li> <li>o FY 2019 - \$85,654</li> <li>o FY 2020 - \$0 (Due to COVID-19)</li> </ul> </li> <li>• Government of Saskatchewan Ministry of SaskBuilds (2019 to Present) <ul style="list-style-type: none"> <li>o FY 2018 – \$0 (Began in 2019)</li> <li>o FY 2019 - \$62,068</li> <li>o FY 2020 - \$236,347</li> </ul> </li> </ul>								

**Table 4: References/Testimonials**

Line Item 21. Supply reference information from three customers who are eligible to be Sourcwell participating entities.

Entity Name *	Contact Name *	Phone Number *	
OCFMA Steering Committee and Humber College	Spencer Wood	416-675-6622 x5242	*
Government of Saskatchewan Ministry of SaskBuilds and Procurement	Alireza Nafisi	306-530-1703	*
University of Saskatchewan	Jennifer Meneses	306-966-2054	*
City of Vancouver	Aneela Atta	604-871-6284	
OECM (Reference for Roth IAMS as a partner in a similar agreement)	Taylor Thornhill	647-289-4350	

**Table 5: Top Five Government or Education Customers**

Line Item 22. Provide a list of your top five government, education, or non-profit customers (entity name is optional), including entity type, the state or province the entity is located in, scope of the project(s), size of transaction(s), and dollar volumes from the past three years.

Entity Name	Entity Type *	State / Province *	Scope of Work *	Size of Transactions *	Dollar Volume Past Three Years *	
City of Vancouver	Government	BC - British Columbia	Facility Condition Assessments	Annual six-figure contracts	\$723,589	*
University of Saskatchewan	Education	SK - Saskatchewan	Facility Condition Assessments and Asset Management Software	Four-phased, six figure project	\$384,825	*
York University	Education	ON - Ontario	Asset Inventory and Tagging and Preventative Maintenance Program Development	Single, multi-year contract	\$383,411	*
Regional Municipality of Wood Buffalo	Government	AB - Alberta	Facility Condition Assessments and Asset Inventory and Tagging	Two single-year, six figure contracts	\$371,005	*
Alberta Infrastructure	Government	AB - Alberta	Facility Condition Assessments	Two annual six-figure contracts	\$362,745	*

**Table 6: Ability to Sell and Deliver Service**

Describe your company's capability to meet the needs of Sourcwell participating entities across the US and Canada, as applicable. Your response should address in detail at least the following areas: locations of your network of sales and service providers, the number of workers (full-time equivalents) involved in each sector, whether these workers are your direct employees (or employees of a third party), and any overlap between the sales and service functions.

Line Item	Question	Response *

23	Sales force.	<p>Roth IAMS, like most professional services firms utilizes internal senior professionals to act as seller-doers, client managers and sales professionals. Our team consists of nearly 50 staff located in Ottawa, Toronto-Area, Southwestern Ontario, Saskatoon, Calgary, Edmonton and Vancouver. Additionally, we are actively recruiting to hire our first team member in Manitoba.</p> <p>Between 15 and 20 of our staff are involved as client managers or supporting our business development activities. Additionally, our President, Bill Roth is heavily involved in Business Development activities, spending over 25% of his time on client and sales related matters.</p> <p>That being said, we are currently looking to hire our first full-time salesperson located in the U.S. northeast to enhance our U.S. expansion. This individual will work closely with our senior professionals and our sales and marketing team to enhance our focused sales process.</p> <p>In addition, our Marketing and Communication team located in Toronto (Oakville) coordinates all of our corporate communications and supports our sales team in responding to client needs and developing proposals.</p> <p>Finally, we have a dedicated Proposal Team and Leader, that is responsible for assembling our proposals for public and direct proposals. Our proposal win rate of 30% for public proposals is significantly higher than industry averages for our line of business (usually around 10-15%).</p> <p>Demonstrating the success of our sales and business development processes is the rate of growth that we have seen in the last six (almost seven years). We have grown from a single practitioner to a team of nearly 50 staff located across Canada. We are bringing that same approach, message and sales and marketing approach to the U.S. market and expect similar levels of growth in the near term.</p>
24	Dealer network or other distribution methods.	<p>Our professional services are not offered through a dealer network or other distribution network. All our staff are full-time employees.</p> <p>Our software IT tools are offered as annual, web-based software licenses and as such do not require a dealer network or distribution network. As above, Roth IAMS is a licensed reseller of SLAM software products that support our professional services.</p>
25	Service force.	<p>Our team consists of nearly 50 staff located in Ottawa, Toronto-Area, Southwestern Ontario, Saskatoon, Calgary, Edmonton and Vancouver. Additionally, we are actively recruiting to hire our first team member in Manitoba.</p> <p>Our team includes experts in every major discipline associated with buildings and site infrastructure. As such, we are able to provide the services using in-house staff as opposed to building a team of subconsultants to conduct FCAs, Energy Audits, etc. We do in some specialized cases work with Third-Parties where required, but historically it has been less than 5% of our projects (e.g. an elevator consultant where a specialist is required by a client).</p> <p>Roth IAMS, unlike many of our competitors does not use independent contractors or contract staff to provide the services that we offer. This allows us to maintain consistency for our clients year-over-year on multi-year projects (which is very common for the services being requested by Sourcewell). Additionally, we are able to invest in our staff in terms of professional training and development, giving us a greater flexibility to expand our knowledge and expertise that can be brought to bear for our clients.</p> <p>Our culture focuses on being a firm that people come to and do not want to leave. We offer industry leading compensation and benefits programs for our staff, as well as large investment in training and professional development. This investment has paid off for us as we have been able to provide exceptional customer service and grow our business (from \$150K our first year to over \$5M in our most recent Fiscal Year).</p> <p>As we expand into the U.S. market, we are actively recruiting full-time staff to support our sales and service team. We are focusing on key client sectors (Education and Government) as opposed to specific geographic markets. As such, we are looking to find the right people that fit our culture as opposed to looking within a specific geographic area.</p>

26	Describe in detail the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	<p>When Roth IAMS received a client call or email we are committed to responding within 24 hours, unless the matter is deemed urgent and then we respond immediately, wherever possible.</p> <p>Roth IAMS employs a customer satisfaction survey that is sent out at the end of each project (for repeat clients where we have multiple engagements, we limit the surveys to avoid overwhelming the client). The on-line survey allows us to receive direct client feedback on a number of key success criteria related to our projects including health and safety, communication, schedule and timeliness, value for money, compliance with client needs, etc. Each Project Manager has specific KPIs that are tied to our annual performance management program, related to the feedback received from our customer surveys.</p> <p>For our major clients, we have an identified Client Manager. The Client Manager works with the Client and our Project Managers that are working on assignments for the client to act as an internal advocate for the client. The Client Manager has an in-depth understanding of our client's unique business context and is responsible to ensure that our services/solutions are tailored to align most effectively with those goals. In the event that a project-specific issue arises, the Client Manager is always involved in finding a solution for the issue.</p> <p>Additionally, for our major clients, our President and founder Bill Roth and our local Leadership and/or Client Manager, meets with them at a minimum annually to review the previous year's work and look ahead to the next year's plan. Prior to COVID-19, these meetings generally took place in-person as we feel it allows for greater connection and a stronger long-term relationship. During COVID-19 we have evolved to using on-line meetings. However, we expect that we will return to a focus on in-person interaction with our major clients.</p> <p>Should Roth IAMS become a Sourcewell partner, our President and Founder will be the Principal-in-Charge for the relationship with Sourcewell to ensure that we maximize the mutual benefit of the partnership, as well as ensuring customer satisfaction on our projects under the contract.</p> <p>In addition to our formal customer service program outlined above, one of our core values is collaboration. As such, we have designed our work programs to engage our clients throughout our projects, when compared to our competitors that tend to be more arm's length (based on feedback we get from our clients). Given our regular communications throughout our projects, our Project Managers and other project staff are regularly "checking in" with our clients to ensure they are happy with the project at various stages, and to identify any potential issue early and head them off at the pass.</p> <p>With respect to our Energy consulting practice, we often collaborate with our clients to seek incentives, where available, to assist in funding energy assessments, retrofits and green energy projects. These incentives vary by region and change over time.</p>
27	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	<p>As stated previously, Roth IAMS intended to expand into the U.S. market in 2020. However, due to the COVID-19 pandemic, we paused our plans. With vaccines being distributed, we have once again begun our U.S. expansion. Our proven growth across the Canadian market (1 to 50 staff in six years) demonstrates our ability to scale efficiently while maintaining high levels of customer satisfaction and profitability.</p> <p>Through Roth IAMS LLC, we are able and willing to provide services across the U.S. market. Roth IAMS LLC is a U.S. company that hires U.S.-based full-time professionals. We are not a Canadian company doing business in the U.S. This will allow us to avoid any issues that Sourcewell partners may have working with an "outside firm".</p> <p>As we grow our U.S. practice, using a model of full-time staff located in markets throughout the country, we also have the ability to supplement U.S. staff with Canadian professionals if/as needed. Our 50 Canadian professionals are spread out East-West across Canada and as such are all within a three-hour flight of any U.S. market, with the exception of Hawaii. Our team has extensive experience in securing proper work permits for professionals allowing them to work on both sides of the border.</p> <p>Although Roth IAMS is new to the U.S. market, several of our key stakeholders, including our founder Bill Roth has worked extensively on projects across the U.S. market prior to founding Roth IAMS, and has maintained a strong network in many U.S. markets.</p> <p>The supporting software tools that we license are provided as Software-as-a-Service (SaaS) and can therefore be offered anywhere in the world seamlessly. Databases will be configured with the appropriate currency and units of measure required for either the Canadian, U.S. or other international market.</p>

28	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	<p>Roth IAMS has operated in Canada since 2014 and is one of the largest firms in Canada that is focusing exclusively on existing infrastructure asset management, under which all of the services that are being requested fit. We have nearly 50 staff located across Central and Western Canada and have provided services all across Canada for public and private sector clients since 2014.</p> <p>We have created a unique niche within the Canadian market by providing professional management and engineering consulting services tailored to each client's specific business objectives and processes. We have been successful in securing some of the largest contracts available across the Canadian Market for Facility Condition Assessments (FCAs) including for all 24 Ontario Colleges, all 21 Ontario Universities, City of Vancouver, Government of Saskatchewan Ministry of SaskBuilds, Infrastructure Ontario, Government of Nunavut and many others.</p> <p>We have been able to leverage our FCA services to develop industry leading approaches to Energy Management, Building Operations Consulting, Building Performance Consulting, Accessibility Assessment, Asset Management Consulting, Capital Planning, Green Building Consulting and out-sourced Asset Management Data Management.</p> <p>Our client list is a who's who of public sector clients across Canada including Provincial/Territorial Governments, Municipalities, Higher Education institutions and K-12 Education clients.</p> <p>The supporting software tools that we license are provided as Software-as-a-Service (SaaS) and can therefore be offered anywhere in the world seamlessly. Databases will be configured with the appropriate currency and units of measure required for either the Canadian, U.S. or other international market.</p>	*
29	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed contract.	It is our intention to provide our services throughout Canada and the United States if we are selected as a successful proponent.	*
30	Identify any Sourcewell participating entity sectors (i.e., government, education, not-for-profit) that you will NOT be fully serving through the proposed contract. Explain in detail. For example, does your company have only a regional presence, or do other cooperative purchasing contracts limit your ability to promote another contract?	We do not see any limitation to our ability to participate with Sourcewell other than where we already have existing contracts with the OECM (Ontario Higher Education Sector) and our current Standing Offer Agreements (details provided in the appropriate response). That being said, given that the service offering with Sourcewell is broader than what we have with OECM and our Standing Offers (FCAs), we feel that we will be able to create opportunities with these clients for services beyond the scope of our current agreements.	*
31	Define any specific contract requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	We do not anticipate any restrictions in providing services in any of the areas outlined above, other than as outlined in our proposed fee structure, that travel time and costs would be included in our proposed project estimates.	*

Table 7: Marketing Plan

Line Item	Question	Response *
32	Describe your marketing strategy for promoting this contract opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	<p>Our Marketing and Communications team is centrally located just outside Toronto (Oakville) and we coordinate and support all marketing and communications activities by providing our sales team with the tools and tactics they need for client communications and proposal development. As mentioned in question 8, if Roth IAMS were to become a Sourcewell partner, we are committed to hiring a new member of our Marketing and Communications team whose primary responsibility would be to leverage the Sourcewell partnership. They will work closely with our experienced technical and sales professionals to ensure that we are doing everything we can to leverage the agreement that we have.</p> <p>If we are successful, Roth IAMS will work with Sourcewell to implement a multi-level marketing strategy to ensure we are communicating and promoting the project wins. We see this as a partnership and collaboration of ideas. We want to obtain as much background information as possible to ensure we are well-informed on what ideas and strategies Sourcewell has used in the past and what the results were from these strategies. We want to make sure we are working together with Sourcewell to achieve our marketing and promotional goals by using whatever learnings from past campaigns are available.</p> <p>Once we have completed our research, we will use a targeted approach to ensure the right people are receiving the right messaging. We do not believe in a 'one size fits all' approach to marketing and communications and we would work to illustrate this through our strategies.</p> <p>Once the partnership is finalized, we would push play on several different tactics to get</p>

the word out to our network.

These tactics would include, but not be limited to:

- Media releases (co-branded with Sourcewell);
- Social media posts (LinkedIn and Twitter);
- Blog posts (through our President's Blog on rothiams.com);
- Industry outreach (industry publications including blogs, trade publications and social accounts); and
- Branding opportunities in any promotional items that are created (brochures, videos, presentations etc.).

Roth IAMS takes a sector-based approach to sales and marketing. Higher education clients have different needs and goals than municipalities and those have different needs than healthcare organizations. To reach each unique sector, we often leverage industry associations that include our target clients within these organizations. Whether it be through networking events sponsored by the associations, conferences and trade shows, webinars or newsletters, Roth IAMS is always looking to present and communicate a sector-specific message through these association channels. Having our name and logo endorsed by the association gives us increased credibility in the eyes of our existing and prospective clients. Industry associations that we would target immediately should we be successful in securing a Sourcewell partnership include, but are not limited to:

- Association of Physical Plant Administrators (APPA) and their regional chapters (Higher Education across North America);
- National Association of State Facility Administrators (NAFSA) – U.S. State-Level Facility Management Professional;
- Association of School Business Officials (ASBO) and its various regional chapters (K-12 Education Administrators);
- Federation of Canadian Municipalities (FCM) – Canadian Municipal Government Officials;
- International Facilities Management Association (IFMA) – Global Facility Managers across all real property sectors;
- Building Owners and Managers Association (BOMA) – Global Building and Property Managers across all real property sectors; and

Working with Sourcewell, we will also identify any other associations where existing Sourcewell partners have had success.

As COVID-19 has eliminated conferences and trade shows, Roth IAMS has begun using sector-specific webinars as a key client outreach tool. For example, we recently held a four-week Asset Management Summit focused on the Higher Education sector in Saskatchewan. We had representatives from both Universities, several Colleges, as well as the Ministry of Advanced Education and Ministry of SaskBuilds and Procurement engaged for nine hours spread over three weeks. We are just commencing a year-long program of similar webinars for K-12 School Boards across Ontario. Additionally, we are providing a webinar hosted by IFMA on Capital Planning in late February.

As we have mentioned when discussing the various services that we provide, we very rarely require the need to bring in a partner to enhance our capabilities (e.g. Elevator subconsultant). With our network of partners, we also cross-promote and are often notified of opportunities by our partners. As such, we will also inform our partner network of our Sourcewell partnership, so they are aware of the power and leverage that it provides us in terms of contracting with Sourcewell partners across North America.

Roth IAMS also subscribes to GovWinIQ, a website that curates public RFPs from across the U.S. for all government sectors. Included in GovWinIQ is a list of contacts at thousands of municipal, education and governmental institutions across the U.S. Additionally, there are historical records of previous public RFPs for the services included in this partnership agreement. By mining this data, Roth IAMS will be able to identify key individuals within existing Sourcewell partner organizations to target. As well, we can determine who is most likely in need of our services, based on when they last contracted for them. For example, FCAs are usually conducted on a 5-Year Cycle. We can identify clients that have not issued an RFP for FCAs in the last 5-Years and start there as the need should be greatest. For those that have recent contracts, we can schedule our follow-up as the 5-Year time period passes from the most recent contract.

Additionally, Roth IAMS would review the other existing Sourcewell partnerships to see if there are any that have potential synergies with our services, and if there are any new relationships we can build where cross-promotion could provide a value-add for us, the other partner and Sourcewell clients. For example, our preliminary search identified potential synergies with several agreements within the Facilities (MRO) category including Facility Management, HVAC and Elevators. If successful, Roth IAMS will seek guidance from Sourcewell if there are any other current contracts where there may be marketing synergies between us and other Sourcewell partners.



		<p>As mentioned previously, Roth IAMS has a similar partnership agreement in-place with the OEMC for Facility Condition Assessment (FCA) services. The roadmap outlined above is similar to what we have used successfully in leveraging that partnership. The success of that approach is demonstrated by us being awarded the Platinum Award in the first ever Supplier Recognition Program with OEMC.</p> <p>That being said, our goal will be to first seek guidance and input from Sourcewell on what has worked for them and their other partners in the past so that we can leverage that knowledge and experience to enhance our go-to-market strategy.</p> <p>With regards to marketing materials, part of our commitment to sustainability includes limited printing of paper promotional materials. However, we have uploaded an example of the digital materials we use. Additionally, we would suggest that Sourcewell use the following links to see examples of our blog as well as webinar/training videos.</p> <p>Higher Education Asset Management Summit: (<a href="https://vimeo.com/showcase/7867838">https://vimeo.com/showcase/7867838</a>) Password – education</p> <p>Roth IAMS President’s Blog: <a href="http://rothiams.com/blog">rothiams.com/blog</a></p> <p>Publications: <a href="http://rothiams.com/publications">rothiams.com/publications</a></p> <p>Finally, we are also providing a link to a SLAM promotional video demonstrating how we market the supporting software tools that have been included as supplemental/supporting services to the core professional services offered herein. Once again, SLAM Technologies Ltd. is a sister company to Roth IAMS and is co-owned by Roth IAMS’s Founder and President, Bill Roth.</p> <p>Why SLAM Exists: <a href="https://vimeo.com/505689058">https://vimeo.com/505689058</a></p>
33	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	<p>Roth IAMS is currently active on LinkedIn and Instagram and we also regularly post industry-specific news on <a href="http://rothiams.com">rothiams.com</a> such as white papers and blog entries. Our Instagram account is primarily used as a recruitment tool, but we are building our account to reflect our core values as a company and what it is like to work with us.</p> <p>We are also in the process of re-designing our external website to ensure we are capturing detailed web-analytics and tailoring content to reach our target audiences.</p> <p>Roth IAMS also has a Data Management Team that supports our clients in their Asset Management journey through data analysis and analytics. We are currently in the early stages of having that same team turn its attention to providing analytics for our internal operations, including our sales and marketing approach.</p>
34	In your view, what is Sourcewell’s role in promoting contracts arising out of this RFP? How will you integrate a Sourcewell-awarded contract into your sales process?	<p>As mentioned in question 8 of this proposal, we would assume that Sourcewell would want to communicate to their existing network of stakeholders through a media release and social media announcements. This would be done to announce the new agreement/partnership between Roth IAMs and Sourcewell. Ideally both marketing teams would work together to collaborate to maximize the exposure of the news. We would also issue a consistent and complimentary release across our network as well.</p> <p>Following the initial announcement and kick-off of the partnership, in our opinion, that is when we need to get down to work on the sales and marketing side of things.</p> <p>We see a partnership with Sourcewell as an added sales bonus to our existing and potential clients. We would include information about the partnership between Sourcewell and Roth IAMS when speaking to potential clients to showcase our flexibility and vast knowledge base to leverage. If appropriate, we would use the Sourcewell logo on marketing and sales materials to illustrate the partnership moving forward.</p> <p>We will immediately update our website to recognize the Sourcewell partnership and provide highlights of client success stories associated with contracts awarded through the partnership. Please see Section 32 for additional details of our proposed marketing strategies.</p>
35	Are your products or services available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	<p>We do not offer our services through an e-procurement system. Our focus is on tailoring our services/solutions to meet our client’s business processes and objectives. As such, offering an ‘off the shelf’ service through an on-line procurement system would limit our ability to communicate with and understand our client’s needs to allow us to tailor our proposals to meet our clients project specific needs.</p>

**Table 8: Value-Added Attributes**

Line Item	Question	Response *
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36	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	<p>With regards to our professional services being proposed, although there is generally not a specific training component to the work that we do, much of the collaboration that takes place during a project, entails us to informally train our clients and their staff on Asset and Facilities Management.</p> <p>For example, when we lead Capital Planning workshops, we always begin with an introduction to the Integrated Asset Management Framework, a Roth IAMS philosophy that we bring to all our client engagements. However, the baseline of the philosophy is an understanding of each client's unique business goals and objectives for a project or program. As such, the framework provides a guideline that is tailored to each unique client context, but not a rigid structure. Much of the framework is about educating our clients on best practices and standards for Asset and Facility Management. This informal training is provided by our Project Managers and Facilitators as part of our on-going project collaboration.</p> <p>For the software tools that support our professional services, included in the annual license fees for the software is unlimited training in the usage of the tools. The training is provided by a Roth IAMS team member who is familiar with both the client's business objectives and processes and the software being used. This is often our Project Manager or a senior member of our project team. Training can be requested by the client at any time during the license period. Additionally, when we have major software releases, we also offer brief training sessions for all users on the impacts of the new functionality or upgrades.</p>
37	Describe any technological advances that your proposed products or services offer.	<p><b>PROFESSIONAL SERVICES</b></p> <p>To support our professional services, Roth IAMS has developed a number of proprietary tools that we leverage for our clients during various project engagements. Many of these tools include data analysis and reporting templates. The following sections provide details of a few of our key tools that we bring to bear on behalf of our clients.</p> <p><b>Facility Condition Assessments</b></p> <p>Working in collaboration with our sister company SLAM Technologies Ltd., Roth IAMS has supported the development of the SLAM CAP module. SLAM has been designed to streamline the collection and reporting of FCA data, allowing for a higher quality product at a fair price point. In addition to the assessment enhancement and efficiency tools, SLAM also provides our Capital Planning and Asset Management teams to leverage the tools and reporting to support our clients during these important engagements as well.</p> <p>Roth IAMS has developed a unique Level 4 Uniformat II classification system that standardizes expected useful life and unit costs (adjusted for regional differences based on a client portfolio) for the detailed (by type) elements. This allows us to provide consistent and defensible data across large and geographically diverse portfolios.</p> <p>However, we recognize that each client has a unique set of needs. As such, at the start of each client relationship, we review and customize our standards to align with existing client processes, specialized procurement agreements, etc. Both SLAM CAP and our other tools integrate the unique client data setup to allow for consistent and efficient application throughout the process.</p> <p><b>Accessibility Assessment and Reporting Tools:</b></p> <p>For example, we have developed a macro-enabled spreadsheet that is configured with the applicable Accessibility Regulations for a given area/region. Our assessors are able to quickly record the measurements and assessment observations in the tool. For any non-compliances identified, a recommendation with costs and associated Uniformat II element classification is developed to address the concern. Most other accessibility consultants do not associate non-compliances with Uniformat II (which allows for better data integration with our data sources) or provide costs to address the concerns (which allow for more complete Capital Planning).</p> <p>A sample of the output from our Accessibility Tool has been included as our attachment.</p> <p><b>Capital Planning Tools:</b></p> <p>When working in collaboration with our clients to support the development of Multiyear Capital Plans, Roth IAMS has developed two key tools that many of our clients use to tell their asset management story.</p> <p>The first is the Road Map, which provides a step-by-step overview of how clients get from a long list of capital renewal needs (well beyond their budget and resources to complete) to a multiyear capital plan aligned with the current levels of funding. The Road Map allows our clients to easily communicate the logic and rigor that was applied to the decision-making process of building a capital plan. Each recommendation is given a Selection Criteria which explains why it was included or excluded from the final plan. A sample of a Road Map was attached to this submission.</p> <p>The second unique tool that Roth IAMS provides is the Multivariable Prioritization (MVP) Process. Roth IAMS does not recommend categorical prioritization (e.g. High, Medium, Low)</p>

as it does not provide sufficient support for on-going asset management (Which High Priority Project is a Higher Priority?).

As such, to assist our clients in selecting specific renewal needs to implement as projects or programs Roth IAMS facilitates the development of an MVP calculation that will provide a specific numerical priority ranking for each recommended study, repair or replacement recommendation. The development of the prioritization algorithm is a collaborative effort between Roth IAMS and our client's staff from across the organization. Roth IAMS meets with key client stakeholders for a working session to discuss the priority categories, scoring and weighting.

Roth IAMS develops a priority matrix that will be submitted to the client for review and comment. Upon approval of the matrix, Roth IAMS develops priority scores for each capital renewal recommendation being considered as part of a capital planning process. The MVP becomes a critical decision-support tool. A sample MVP has been included as an attachment to this proposal.

#### SOFTWARE TOOLS

There are a number of unique features that separate SLAM from our competitors, and when combined with Roth IAMS professional services offer our clients a unique facility and infrastructure asset management ecosystem. \*

#### Software-as-a-Service (SaaS):

We understand Software-as-a-Service. It isn't just about cloud-based computing or subscription fees. At SLAM, SERVICE is our first priority – we have built our organization around it. We believe that it is important to build meaningful relationships with our clients, ensuring that the application is always being utilized properly.

#### All-Inclusive Annual Subscription Model:

It is important to understand our all-inclusive subscription model as it provides clients with an easy-to-follow budgeting process while optimizing a successful implementation, training and utilization strategy for the term of your agreement.

Our all-inclusive annual subscription model provides full and complete access to the experienced team of SLAM specialists at no extra cost. Unlimited user licensing, ongoing maintenance and comprehensive training and support ensure the best user experience possible. Annual subscriptions also include:

- All strategy planning meetings;
- Application setup, configuration and support;
- Unlimited upgrades and product versions immediately upon release, as well as typical software customizations;
- Unlimited on-site, telephone and web-based training;
- Unlimited access to our Help Centre, training documentation and video tutorials; and
- Unlimited access to our 24/7 toll-free help desk, which is staffed by experienced product specialists.

SLAM offers additional savings as our web-hosted software requires no substantial hardware, set-up services or costly annual updates. Users access their tailored modules through standard web-browsers, which eliminates the need for system upgrades when functionality needs change. You'll pay only for the modules you require, and should those needs change over time, our Software-as-a-Service model (SaaS) lets you easily add or remove modules.

Simple. Easy-to-Use. Intuitive. User-Friendly.

Working closely with a range of facility management stakeholders, SLAM has been designed to simplify and streamline the process of facility management. Our clients have discovered the advantages of managing facility asset management from an easy-to-use and easy-to access SLAM application, including:

- Increased facility and asset management productivity
- Improved project collaboration
- Enhanced customer service
- Integrated, multiyear capital planning
- Easier scheduling of preventative maintenance activities
- Reduced opportunity for human error
- Significant IT savings

As a vendor-hosted, cloud-based solution, SLAM modules can be accessed by an unlimited number of users through any standard web-enabled device, including smart phones and tablets. SLAM modules have been designed with all levels of technical competence in mind and share a consistent look and feel, so that users learn to navigate their way through the

		<p>system quickly and confidently. Complimentary on-site training, webinars and in-software learning tools ensure any user questions are addressed promptly.</p> <p>User Engagement:</p> <p>SLAM is a highly configurable system, which means as we receive feedback and suggestions from our clients, we use it to improve everyone's experience. These software changes are distributed to clients immediately, ensuring you always benefit from the most up-to-date version.</p> <p>Flexible Integration across Platforms:</p> <p>Many software products are closed systems that have been designed to limit or dissuade integration with other platforms. At SLAM, we believe that to best serve our clients, their data must be easily integrated with their other IT systems (e.g. Finance). SLAM provides easy import/export tools and customized reports that allow for simple flat file integration with other platforms. For more robust integrations, detailed APIs can be developed.</p> <p>At SLAM we believe it is your data and you should be able to integrate it with any other software solution that you use.</p>	
38	Describe any "green" initiatives that relate to your company or to your products or services, and include a list of the certifying agency for each.	Roth IAMS believe deeply in the value of sustainability as it relates to the triple bottom line. Roth IAMS follows our Sustainability Policy that outlines the various policies and initiatives that we follow. A copy of the policy has been uploaded as an attachment to this submission.	*
39	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the equipment or products included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	We have not received any third-party eco-labels associated with our services, or the software products that support them.	*
40	Describe any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation of certification (as applicable) in the document upload section of your response.	Roth IAMS does not currently have any WMBE, Small Business Entity or Veteran-Owned certifications. However, we are exploring our applicability for the Small Business Entity Program.	*
41	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	<p>CORE SERVICES NOT SIDE PROJECTS</p> <p>Most of Roth IAMS competitors provide the services being asked for by Sourcewell to fill gaps in time while providing their core services (e.g. Design, Project Management, etc.). Alternatively, the services requested by Sourcewell are also often provided by small teams that sit on the sidelines of much larger organizations.</p> <p>Roth IAMS's core business aligns with all of the services that Sourcewell is seeking during this procurement. As such, Sourcewell partners can feel confident that our team are industry leaders in the services we provide. Our prolific growth over the past seven years demonstrates how positively the market has responded to our business model and focus on our core services, which perfectly align with those being sought through this procurement.</p> <p>TAILORED SOLUTIONS ALIGNED WITH ASSET MANAGEMENT GOALS</p> <p>Additionally, whether we are providing a single service of a bundled solution, our focus is always on our client's overall Asset Management goals and objectives. We tailor each of our solutions so that the data and tools that we provide align with existing processes and goals for our clients.</p> <p>Most of our competitors deem their products to be the technical report(s) that are issued. At Roth IAMS, we view our product to be the technical data that we provide, with the most important factor being its consistency, defensibility and leveragability for our clients.</p> <p>COLLABORATION</p> <p>In our experience, the best project outcomes occur when an organization's strategic goals and vision can be reflected in the work that we do. To achieve this, we leverage our core value of Collaboration. Based on direct client feedback, we distinguish ourselves from our competitors by engaging clients more frequently and meaningfully throughout our projects. Many firms take an off-the-shelf approach to facility and infrastructure asset management</p>	

("Give us the keys and get out of our way").

To accurately capture the required data for a client's assets, we engage with the knowledgeable staff from the client's organization during the process, beyond providing someone to open locked doors and escort them through the facility. Although this does take more time for both our clients and our staff, in our experience, it results in a more useful end-product for the client.

One of the greatest issues associated with facility and asset management today is that many organizations have staff that house tremendous knowledge of their buildings within their heads. As those experienced staff prepare to retire, the organizations face a tremendous risk if that unique knowledge walks out the door with them leaving.

Throughout our project methodology we focus on collaborating with our clients to provide as much opportunity as possible to extract that institutional knowledge from the minds of our client's staff. This collaboration informs and supports the FCA/clients, which in turn provide a more solid foundation for an on-going asset management program.

We exhibit the collaborative approach through:

- Face-to-Face project Kick-Off Meeting;
- Completion of a pilot-level program followed by a client review and debrief;
- Interviews with knowledgeable building and facility staff;
- Engaging our site escorts throughout the site visit; and
- Integration of client-provided comments and feedback throughout the project.

#### PILOT-LEVEL PROGRAM

For each new project or type of service offered to a client, Roth IAMS always recommends that a pilot be conducted at the outset of the project. The pilot program consists of the complete assessment and reporting on a sample of buildings from the subject portfolio (the number and specifics of the buildings depends on the unique portfolio details). Ideally the pilot will provide assets that include a good representation of the portfolio as-a-whole.

Undertaking the full scope of work on a representative sample of buildings will allow each client to experience the proposed project steps and to provide feedback on the draft reports early in the process. Any changes resulting from the pilot are then implemented prior to the full-scale project roll-out.

In our experience, a pilot allows Roth IAMS and our clients to work out any "kinks" in the process and fix them early so that the full-scale project roll-out is more efficient and provides better quality and consistency of data.

#### ABILITY TO OVERCOME PROJECT CHALLENGES

Roth IAMS believes that there are two key strategies that lead to effective problem resolution on any project:

- Proactive project and process management to avoid major problems from occurring; and
- Timely and effective response to issues that arise when identified by our staff or our clients.

We will provide details of how we have employed both types of strategies on many of our over 22,000 FCAs completed by our project team. These examples represent some of the more common issues that we have dealt with over the past 25 years.

Overall, our philosophy on issue resolution involves timely response and over-communication with internal and external stakeholders to allow for an effective resolution of the concern.

Proactive Management:

Roth IAMS is pleased to provide Sourcewell with the following common issues that we have seen on FCA projects, along with the proactive strategy we employ to attempt to avoid the problem from occurring.

Data Quality Concerns:

Within the professional assessment and data management industry, it is not uncommon for clients to be concerned with the quality of data that they receive from their consultants. To maximize the consistency and defensibility of our FCA work, we have developed a series of processes that engage our clients throughout the project to provide a level of comfort with data quality early and often including:

- Completion of pre-site assessment interviews with staff that are familiar with the operations and maintenance of the building systems located in a specific building or across an entire campus or portfolio;
- Active engagement of our site escorts during the site walkthrough to gain further knowledge of the buildings and systems;
- Submission of draft reports for each building to the client to allow for review and comment prior to finalization; and
- Where major revisions are recommended by a client (a rarity), we will issue a second draft report to allow our clients to review how we implemented their recommended changes to the reports.

#### Winter Weather Conditions and Assessment Limitations:

Snow accumulation and winter weather creates two types of issues related to on-site assessments in many markets we serve. The first is a health & safety issue for our staff mobilizing to a property and/or while on-site conducting the assessments. The second issue is associated with the limited observations that our teams can make of exterior building and site features when they are covered in snow.

To avoid issues associated with winter conditions, Roth IAMS typically recommends that an assessment hiatus is taken during the months of December, January and February, when developing longer term project schedules. During the winter months our teams will typically complete reports for sites assessed prior to the hiatus and prepare for future site assessments that will take place following the hiatus.

Obviously this is less of an issue for clients located outside of regions that typically get snow.

#### On-Site Security and Building Access:

It is critical to the success of any FCA project that our assessors have access to the areas of the buildings that they need to observe as part of the scope of work. Issues related to security and site access can create problems if not handled appropriately. Roth IAMS having assessed thousands of sensitive and highly secure sites has developed the following standard protocols to limit the occurrence of security-related issues and/or our staff being barred from accessing buildings or areas of buildings:

- On-site staff always wear a badge with their photograph on it identifying them as a Roth IAMS team member. In the event that a client has a preferred and recognized contractor or visitors badge we will defer to the badge that is easily recognized by on-site client personnel;
- We carry a letter prepared on our client letterhead outlining the purpose of the project and confirming that our client has given us permission to be on-site and access the buildings included in our scope of work. We typically provide a template letter to our clients that they revise to meet their specific needs and format;
- Wherever possible we request a site escort to conduct our site walkthroughs. Having someone that on-site staff/occupants are familiar with limits the potential for concerns being raised while our teams are on-site. Additionally, it gives us the opportunity to engage the staff as it relates to her/his knowledge of the buildings and systems;
- No photographs are taken of buildings or building systems that include people in them. This avoids any occupants having concerns with our staff taking photos, which is a critical aspect of our reporting; and
- When staff access washrooms or change rooms within buildings they are always accompanied by a member of our client's staff. In this way our staff are not in sensitive areas alone.

#### Staff Illness and Turn-Over:

Issues will arise where staff illness or turn-over can disrupt an on-going project. To minimize the disruption to a project resulting from a staff member not being able to attend a scheduled site visit, Roth IAMS trains additional assessors beyond those that will be primarily assigned to our projects as part of the initial assessor training. In this way, if an assessor falls ill, we can replace him/her in short order to minimize the disruption to our project schedule. The only time a major delay occurs is when we are dealing with remote site locations where significant mobilization time is required.

With regards to staff turn-over, again by having our back-up assessors ready to join a project team we can respond when a team member decides to move-on. Typically, if an

assessor resigns, we remove them from active site assessment work to allow them to complete any outstanding reports for buildings they have previously assessed.

#### Reactive Responses:

No matter how proactive a project team can be, issues will invariably arise that require a timely and efficient response. Roth IAMS is pleased to provide Sourcewell with details on our systems and processes that we have in-place as part of our project work plan to address any issues/problems that do arise.

#### On-Site Issues that Disrupt our Site Assessment:

In the event that an issue arises while our assessment team is on-site, such as a lock-down or security issue that requires our site assessors to cease their work, the client will have the cell phone number of all on-site assessment staff. The Assessment Team Leader (ATL) would be the first person that should be called, followed by other members of our project team. In most cases we would hope that a member of the client's staff is also accompanying our team, so they could be reached through normal on-site communication channels as well.

Our ATL would contact our Project Manager (PM) to inform him/her of the issue and discuss options for a response. Depending on the nature of the issue and/or the expected timeline for reconciliation the PM and the ATL, in consultation with the site representative would decide on the proper course of action, which may include rescheduling the site visit, mobilizing to another building or waiting out the issue (if the expected duration is limited).

#### Concerns with Data Quality or Accuracy:

As outlined above, Roth IAMS has developed extensive protocols and procedures to maximize the consistency and defensibility of our data collected during FCAs. However, we also have processes for responding to specific client concerns.

In general, the issue or concern would be communicated to our PM, who will be available throughout the duration of the project during normal business hours. Our PM will work with the Client representative to understand fully the concerns with the data being provided. Our PM will take the concerns and review them with our Discipline Leaders (DLs) that completed the Desktop QA/QC review of the specific building or specific assessor associated with the concern.

Within 24 hours our PM will provide a response to the concern identifying the findings of our analysis and outlining the measures to be taken to address the concern. Solutions can range from reissuing an updated draft report for client feedback to conducting a second on-site assessment of a specific building, depending on the severity of the issue.

#### NORTHERN EXPERIENCE

We recognize that not all Sourcewell clients operate in the North. However, for those that do (Alaska and Canadian Territories), it is critical that partners understand the unique challenges of working in the North.

Roth IAMS recently completed an asset management contract with the Government of Yukon and has a standing offer to provide FCAs for the Government of Nunavut. This experience has provided us with an understanding of some of the mobilization challenges that exist as well as the costing for retrofits to existing buildings. Additionally, our team members have completed assessment work in the North for the State of Alaska Department of Health and Social Services and the Canadian Department of National Defence North Warning System prior to forming Roth IAMS. The extensive experience working and mobilizing staff across the North gives us a unique understanding of the nuances of working and providing engineering and management consulting expertise in the far north.

For energy management in the north, consideration needs to be given to the impact of weather conditions on any energy saving retrofit and the fact that replacement parts for equipment will not be readily available. Technologies proposed for energy savings need to be carefully thought through when determining if it should be proposed for a building in a remote community. If the operation is too complex, there may not be a trained technician in close proximity to control or operate the equipment. Another consideration is the impact of failure. It can be catastrophic for a building should an energy measure fail that results in no heating being provided for the building. Repair and replacement could take days or weeks to occur.

#### STANDARD OPERATING PROCEDURES (SOPs) AND SAFE WORK PRACTICES (SWPs)

Roth IAMS has developed, and maintains a series of SOPs and SWPs that form the basis for all services we provide. These documents are the foundation of Roth IAMS ability to provide consistent and defensible data and solutions to our clients and support their project goals and objectives, while also ensuring the Health and Safety of our staff, and our client's

	<p>team members and stakeholders. For example, Roth IAMS has developed a COVID-19 SWP for on-site assessment work in response to the pandemic. We have versions that are tailored for different regions in which we are providing services, based on the latest recommendations from public health officials in each market.</p> <p>Upon review of our SOPs and SWPs, where clients have specific requirements, we will modify our standard SOPs and/or SWPs to meet those requirements.</p>
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**Table 9: Warranty**

**Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your warranty materials (if applicable) in the document upload section of your response in addition to responding to the questions below.**

Line Item	Question	Response *
42	Do your warranties cover all products, parts, and labor?	<p>As we are selling professional services as opposed to products, Roth IAMS does not offer warranties as one would when selling a product.</p> <p>However, all of our work is provided to a standard of care consistent with Professional Engineering and other related standards such as ASTM, ASHRAE, etc. Additionally, we carry Errors &amp; Omission (E&amp;O) insurance that provides our clients with recourse in the event of a material mistake by one of our team members. Additionally, we carry Commercial General Liability (CGL) and Automobile Insurance for our owned vehicles.</p> <p>Our current insurance coverage has met and often exceeds the insurance mandates of our client contracts, most of whom are government of education clients across multiple jurisdictions.</p> <p>Roth IAMS has never had a claim made on our E&amp;O or CGL since the company was founded in 2014.</p> <p>With regards to the software tools that support the professional services that we are offering, our standard license agreement provides guarantees for software uptime, data centre security, etc. Section 10 of the Standard SLAM License Agreement has been uploaded as part of the supporting documents along with our submission.</p>
43	Do your warranties impose usage restrictions or other limitations that adversely affect coverage?	As outlined in Response 42, as we are offering professional services, Roth IAMS does not provide warranty on our services and therefore does not include usage restrictions or limitations. With regards to the SLAM standard license agreement and information regarding uptime, data centre security, etc. there are no usage restrictions or limitations beyond the language provided in the attachment.
44	Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?	As outlined in Response 42, as we are offering professional services, Roth IAMS does not provide warranty on our services and therefore does not include usage restrictions or limitations. With regards to the SLAM software, it is offered through a Software as a Service (SaaS) model and technician travel time is not required. In the event that a client requests that we travel to their site as part of the software implementation (not specifically related to warranty issues), costs will be provided and pre-approved by the client as per our standard license agreement.
45	Are there any geographic regions of the United States or Canada (as applicable) for which you cannot provide a certified technician to perform warranty repairs? How will Sourcewell participating entities in these regions be provided service for warranty repair?	As outlined in Response 42, as we are offering professional services, Roth IAMS does not provide warranty on our services and therefore does not include usage restrictions or limitations. With regards to the SLAM software, it is offered through a Software as a Service (SaaS) model and technician travel time is not required. In the event that a client requests that we travel to their site as part of the software implementation (not specifically related to warranty issues), costs will be provided and pre-approved by the client as per our standard license agreement. However, as we have stated elsewhere we are able to provide our services across Canada and the U.S.
46	Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?	As Roth IAMS is not manufacturing products as part of the professional services offered, and do not provide warranties, we do not feel that this question is relevant for our submission. With regards to the SLAM standard license agreement and information regarding uptime, data centre security, etc., as a sister company to Roth IAMS (Roth IAMS owner, Bill Roth is also co-owner of SLAM), we work together to ensure compliance for our mutual clients. Additionally, Roth IAMS is an approved reseller of SLAM software.



47	What are your proposed exchange and return programs and policies?	As we are providing professional services, there are no return or exchange programs available.  With regards to software licenses offered to compliment our services, single or multi-year license agreements are required to access the software tools. However, the contracts do have mutual exit clauses that outline how/why either party can cancel the contract mid-term.	*
48	Describe any service contract options for the items included in your proposal.	Service contracts are generally not relevant for professional services.  With regards to the software licenses associated with the tools that support our services, training, support, and hosting are all included in the annual license fees. At the outset of an implementation, an implementation fee will be charged for getting the client setup on the platform, but this is a one-time fee, typically 25% of the first year's license fee.	*

**Table 10: Payment Terms and Financing Options**

Line Item	Question	Response *	
49	What are your payment terms (e.g., net 10, net 30)?	Roth IAMS standard payment terms are Net 30.	*
50	Describe any leasing or financing options available for use by educational or governmental entities.	As we are offering professional services, there are no leasing or financing options available.	*
51	Briefly describe your proposed order process. Include enough detail to support your ability to report quarterly sales to Sourcewell as described in the Contract template. For example, indicate whether your dealer network is included in your response and whether each dealer (or some other entity) will process the Sourcewell participating entities' purchase orders.	As stated above, Roth IAMS believes that the best client outcomes occur when we tailor our world-class processes and procedures to fit within our client's organizational context. As such, it is always our preference to have an initial "Opportunity Call" with each client wherein we have the opportunity to ask a series of questions (depending on the specific service or software that they are interested in) which will provide us with a greater understanding of the overall goals and objectives of the project or program.  Armed with a better understanding of the client's situation, we will then prepare a proposal outlining the scope of work, schedule and proposed fees for the specific scope of work requested. For projects that include software tools as well as professional services, a standard software license is also included in the proposal package.  Upon acceptance of our proposal (on occasion we have some iterations in our proposal to ensure that there is alignment with the client), we setup a project within our ERP system Ajera.  All projects whether in Canada or the U.S. is managed through our Ajera system. As such, we will have a single system that will be used to keep track of the revenue generated through Sourcewell contracts and will easily be able to generate quarterly (or monthly if preferred) sales reports. Payment of the administration fee will be made in Canadian or U.S. currency depending on the location of specific contracts through the legal entity in both countries (Roth IAMS LLC in the U.S. and Roth IAMS Ltd. in Canada).	*
52	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	Roth IAMS allows for payment by cheque or Electronic Funds Transfer (EFT). We do not accept credit card payments as we have never felt a need based on our client's payment preferences. However, if we were required to do so, we would consider it should it be mandated by a major client (to-date it has not been).	*

**Table 11: Pricing and Delivery**

Provide detailed pricing information in the questions that follow below. Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract as described in the RFP, the template Contract, and the Sourcewell Price and Product Change Request Form.

Line Item	Question	Response *	
53	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcewell discounted price) on all of the items that you want Sourcewell to consider as part of your RFP response. If	PROFESSIONAL SERVICES  Given the variety of services that have been included in this agreement and given that Sourcewell indicated that it prefers costing models that are simple, and easy to understand, Roth IAMS	

applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.

is proposing deeply discounted (from our standard) hourly rates for all Sourcewell contracts. For all of the services being offered under this agreement, the project fee estimates are based on hourly rates. As such, the hourly rate structure will cover all services offered, with the exception of our supporting IT products, which will be addressed below.

Roth IAMS has chosen this approach to allow us to be flexible in meeting client-specific needs as it relates to the various services required under the agreement. Providing flat fees for services would require us to provide very specific scopes of work and assumptions that would either force clients to adjust their desired scopes of work to match our assumed scope or deal with complicated adjustments and modifications to the standard pricing, if they wanted to deviate from our costed approach.

For example, if a client is looking for an Energy Audit, the fees for an ASHRAE Level 1 Audit are very different than an ASHRAE Level 2 Audit. A 5-Year Capital Plan requires more effort to develop than a 3-Year Capital Plan. A 10-Year Building Condition Assessment requires less effort than a 30-Year Building Condition Assessment. To address all the permutations of combinations of scopes of work associated with the variety of services that Roth IAMS is offering would require the development of a catalog-sized document that would require deep domain knowledge of all the services to clearly understand. We have chosen simple, discounted and flexible as our approach.

We recognize that often organizations will include extremely reduced rates (sometime below actual costs) in response to RFPs like this and then inflate their hours significantly upon quoting (Budget 20 hours at \$60/hr knowing that it will only take 10 hours, and therefore the actual hourly rate is \$120) to allow for the desired profit margin to be achieved. Roth IAMS does not agree with this approach as we feel it does not represent true value to a client. As such, Roth IAMS will share with prospective clients the estimates of hours used to develop any client-specific budgets to ensure transparency in our development of any proposed fees. Any issues or concerns that clients have will be reviewed with Roth IAMS.

Full Details of our Preferred Pricing has been provided in response 61 in Table 12.

#### SOFTWARE LICENSES

Although the majority of services we expect to offer under this agreement will be professional services, Roth IAMS offers a series of software tools to support data collection, capital planning, maintenance planning, and other aspects of asset management. As such, we are including provisions to provide deep discounts to our standard annual software license fees.

#### All-Inclusive Pricing Model:

It is critical to note the benefits of our all-inclusive pricing model. For an all-inclusive yearly subscription expense, SLAM provides both technology and services to guarantee a successful operation of a client's SLAM applications.

The following items are included for the duration of a client's SaaS license contract, and are among the many advantages of our business model:

- Ongoing application setup, configuration and support
- Unlimited user licenses
- Unlimited upgrades and product versions immediately as they are released
- Unlimited software maintenance
- Unlimited training time, both on-site and via tele- or web-conference
- Unlimited access to training documentation
- Unlimited technical support via our Help Desk
- All strategy and planning meetings
- Total access to all functions of the proposed software

Please note that disbursements for travel and accommodation are

		<p>included in Annual Subscription Fee(s). New development or client-specific feature requests are not included within the annual subscription.</p> <p>The costing model used for SLAM is based on the total square footage of the portfolio included. We are offering Sourcewell clients a 20% reduction from our standard pricing rates at the time of licensing. As software licensing costs are quite dynamic, and in the spirit of transparency, we will provide each client with our current "standard pricing" for the software licenses and the 20% discount. Our initial implementation fees are generally between 25% of the first year's license but can vary depending on the complexity of implementation and existing data to be uploaded. As such, the implementation fee will also be discounted by the 20% as well.</p>	
54	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	<p>As outlined in Response 61, Roth IAMS is offering between 20% and 30% discount on our standard 2021 hourly rates. Additionally, we are offering a 50% reduction in our standard administration fee of third party (hotels, flights, rental cars, etc.) and a 20% reduction in our standard per diem rate for staff meals when travelling. For our supporting software licenses, we are offering a 20% discount from our standard pricing list.</p> <p>It should also be noted that there are general efficiencies when clients combine scope of work concurrently for a portfolio. For example, the overall cost to do an FCA, Accessibility Assessment and an Energy Audit at the same time is considerably less than doing each scope independently. As such, given the diversity of services that Roth IAMS is offering to Sourcewell, we are confident that your participating partners can achieve even greater savings when engaging us for multiple services.</p>	*
55	Describe any quantity or volume discounts or rebate programs that you offer.	<p>We are not offering a volume discount per se on the hourly rates that we are proposing as the basis of our agreement. However, for most of the services offered there are significant economies of scale for clients that are requesting services for a larger portfolio.</p> <p>For example, the cost to do a BCA on a single building will be higher than the cost of assessing the same building as part of a 20-building portfolio. Also, the cost to assess a 1M sq.ft. building is much less than the cost to assess ten 100,000 sq.ft. buildings, even though the square footage is the same.</p> <p>Again, in sharing the cost estimates that we use to develop our fees with our prospective clients, we feel that these economies of scale will be easily communicated and understood by all clients.</p>	*
56	Propose a method of facilitating "sourced" products or related services, which may be referred to as "open market" items or "nonstandard options". For example, you may supply such items "at cost" or "at cost plus a percentage," or you may supply a quote for each such request.	<p>In providing the services that we are offering under this agreement, Roth IAMS will need to mobilize to client sites. This will require third party costs for things like flights, hotels, etc.</p> <p>Roth IAMS is offering a 50% discount on our standard 10% administration fee that we charge on third-party costs. This administration fee will not be charged where client-specific procurement rules forbid it.</p> <p>In the event that we require a third party subconsultant (e.g. Specialist Elevator Consultant) Roth IAMS will waive its standard 10% administration fee entirely, as pass-through cost to Sourcewell end clients. However, it should be noted, that given the diversity of expertise that our staff possess, we do not generally require subconsultants when offering the services included in this submission.</p>	*
57	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	<p>The only additional cost that would not be covered by the Professional Fees and/or Software licenses that have been included herein are the cost to acquire Asset Tags for Equipment Inventory and Tagging projects, that we acquire from third-party providers. The cost of each tag is dependent upon the number of tags purchased, the complexity of the tag design as well as the material of the tag. Given the large volume of asset tags that we procure, we typically receive tags at a 50% discount to standard costs. As part of this partnership, we will pass these savings directly on to Sourcewell's partners.</p>	*

58	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	Freight, shipping and delivery are not applicable for the professional services that we are proposing. Many of the services that Roth IAMS are offering under this agreement require mobilization to client sites. As such, air and ground travel for staff are sometimes required.	*
59	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	<p>Freight, shipping and delivery are not applicable for the professional services or web-based software that we are proposing. Many of the services that Roth IAMS are offering under this agreement require mobilization to client sites. As such, air and ground travel for staff are sometimes required. Air travel would be required for Hawaii and Alaska (in theory we could drive, but it would not be reasonable to do so).</p> <p>As we have nearly 50 staff located across Canada, there are no travel restrictions or issues within Canada, or the Continental United States.</p> <p>Several of our team members have been involved in a project completed in Alaska (prior to founding Roth IAMS).</p> <p>To support sustainability initiatives, wherever possible Roth IAMS provides digital versions of our final deliverables as opposed to hard copies. In instances where a client requires hard copies, Roth IAMS will either print the documents locally to where the client wants the documents delivered. In cases where this is not possible, we will ship the documents using a standard courier. As such, we do not foresee any issues shipping to Hawaii, Alaska or within Canada.</p>	*
60	Describe any unique distribution and/or delivery methods or options offered in your proposal.	As everything that we are offering is related to professional services, distribution is not considered relevant for the services that we are offering.	*

**Table 12: Pricing Offered**

Line Item	The Pricing Offered in this Proposal is: *	Comments																								
61	c. better than the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.	<p>PROFESSIONAL SERVICES</p> <p>Given the breadth of services that Roth IAMS is able to provide under this agreement, and the diversity of client needs as it relates to many of the scopes of work included, Roth IAMS has tried to develop a costing structure that demonstrates the discounts that we are offering to Sourcewell clients, while also making it easy to understand. As such, we are pleased to provide, in the Table below, our preferred hourly rates that will be used for any client under the Sourcewell partnership.</p> <p>Roth IAMS Preferred Sourcewell Canadian Rates (CAD)</p> <table border="1"> <thead> <tr> <th>Rate Category</th> <th>Standard 2021 Rate</th> <th>Discount (%)</th> </tr> </thead> <tbody> <tr> <td>Principal-in-Charge</td> <td>\$200</td> <td>25.00%</td> </tr> <tr> <td>Project Manager</td> <td>\$175</td> <td></td> </tr> <tr> <td></td> <td>\$140</td> <td>20.00%</td> </tr> <tr> <td>Discipline Leader</td> <td>\$175</td> <td></td> </tr> <tr> <td></td> <td>\$140</td> <td>20.00%</td> </tr> <tr> <td>Project Staff Level 5</td> <td>\$150</td> <td></td> </tr> <tr> <td></td> <td>\$120</td> <td>20.00%</td> </tr> </tbody> </table>	Rate Category	Standard 2021 Rate	Discount (%)	Principal-in-Charge	\$200	25.00%	Project Manager	\$175			\$140	20.00%	Discipline Leader	\$175			\$140	20.00%	Project Staff Level 5	\$150			\$120	20.00%
Rate Category	Standard 2021 Rate	Discount (%)																								
Principal-in-Charge	\$200	25.00%																								
Project Manager	\$175																									
	\$140	20.00%																								
Discipline Leader	\$175																									
	\$140	20.00%																								
Project Staff Level 5	\$150																									
	\$120	20.00%																								

Project Staff Level 4	\$135	\$105	22.22%
Project Staff Level 3	\$115	\$80	30.43%
Project Staff Level 2	\$100	\$75	25.00%
Project Staff Level 1	\$85	\$65	23.53%
Administrative Support	\$85	\$65	23.53%

Roth IAMS Preferred  
 Sourcewell U.S. Rates (USD)  
 Rate Category Standard  
 2021 Rate 2021  
 Sourcewell Rate Discount (%)

Principal-in-Charge	\$200	\$150	25.00%
Project Manager	\$140	\$175	20.00%
Discipline Leader	\$140	\$175	20.00%
Project Staff Level 5	\$150	\$120	20.00%
Project Staff Level 4	\$135	\$105	22.22%
Project Staff Level 3	\$115	\$80	30.43%
Project Staff Level 2	\$100	\$75	25.00%
Project Staff Level 1	\$85	\$65	23.53%
Administrative Support	\$85	\$65	23.53%

Roth IAMS proposes to hold the above hourly rates for 2021 and 2022. We are requesting a 2.5% annual increase in the rates for 2023 and beyond to offset the inflation in staff salaries and the cost of doing business.

Mileage will be charged at \$0.65/km (for Canadian projects) or \$0.96/mile (for U.S. based projects), unless otherwise governed by client-specific procurement requirements. Our internal processes require that staff use rental cars, if the mileage costs would exceed the costs associated with renting a vehicle, including provision for gasoline, thereby keeping client costs down as much as possible where mobilization is required.

As opposed to submitting meal receipts, Roth IAMS utilizes a Per Diem rate for meals for staff where overnight travel is required. Our standard Per Diem rate is \$75/day. Roth IAMS will offer Sourcewell client a \$60/day per diem, a savings of 20% from our standard rates. Typically, Roth IAMS charges a 10% administration fee on

any third-party costs (flights, hotels, rental cars, etc.) incurred during the course of normal projects. For Sourcewell clients, Roth IAMS is proposing a 5% administration fee (50% reduction), unless client-specific procurement guidelines prohibit such charges. This would apply for projects in either Canada or the U.S.

Roth IAMS will review each client's overall goals and objectives for any potential project and develop a scope or scopes of work to align with the objectives and then use the hourly rates to develop a fee for the work. Roth IAMS will share the hours estimated with each client to ensure transparency in costing.

#### SUPPORTING SOFTWARE TOOLS

To support our various professional services, Roth IAMS offers a series of web-based software tools (outlined in several other sections of our response) that clients can license should they wish to do so. Roth IAMS is offering a 20% reduction off of our standard costing. Software license costs are dynamic and change more frequently than hourly rates for professional staff. As such, for any Sourcewell client that wishes to license any of our products, the client will be shown our most up-to-date standard pricing model as well as the 20% Sourcewell discount that we are offering.

**Table 13: Audit and Administrative Fee**

Line Item	Question	Response *
62	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to Sourcewell.	<p>All Sourcewell contracts will be consolidated through our President, Bill Roth, to ensure that he is aware of any work being done through our Sourcewell partnership. He will oversee the pricing and the project setup to ensure that proper contracts are signed, rates are used and expected levels of service are maintained.</p> <p>Within our Ajera financial system, we can create a Sourcewell Rate Schedule that will ensure that all projects completed through the Sourcewell contact will utilize the proper rates as the basis for estimation and execution. This will also allow us to easily run reports on a quarterly basis to determine the amount invoiced to all clients using the Sourcewell rate schedule. We will design a report from Ajera and review it with Sourcewell, which will be used to report our invoiced sales and also the quarterly administrative fee that is owed to Sourcewell.</p> <p>We also recommend that we meet virtually or in-person (post COVID-19) at least once a year to review our successes with the partnership and to discuss how together we can enhance and expand on the success that we are able to achieve.</p> <p>In terms of remittance of payment of administration fees, we have the ability to process EFT payments. Based on our quarterly report (which can also be provided monthly if preferred), Roth IAMS will issue an EFT to Sourcewell for the amount owed during the previous quarter. Ideally, we would prefer to receive an invoice or something formal from Sourcewell for our own internal records associated with the payment. However, we can work out a process that aligns for both parties should we be successful.</p> <p>Should Sourcewell wish to audit our records associated with Sourcewell contracts, we are willing to “open our books” to demonstrate our compliance with guidelines, contracts, rates, etc.</p> <p>The process that is outlined above is similar to the one used as part of our partnership with OECM. Our identification as a Platinum Service Provider demonstrates our compliance with OECM protocols, as well as our success in leveraging a similar partnership to the one we are hoping to develop with Sourcewell.</p>
63	Identify a proposed administrative fee that you will pay to Sourcewell for facilitating, managing, and promoting the Sourcewell Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor’s sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member’s cost of goods. (See the RFP and template Contract for additional details.)	<p>Roth IAMS is proposing a 2% administrative fee payable to Sourcewell. From the above we assume payments are made quarterly, which we agree is reasonable. In terms of reporting revenues generated under Sourcewell Agreement, we would prefer to report them monthly, but will work with Sourcewell to determine the preferred reporting frequency.</p>

**Table 14A: Depth and Breadth of Offered Equipment Products and Services**

Line Item	Question	Response *
64	Provide a detailed description of the equipment, products, and services that you are offering in your proposal.	<p>One of our key differentiators is that we tailor our solutions to meet a client’s specific needs and objectives. As such, the information provided is somewhat general in nature as each client’s unique needs will result in customization of our deliverables and process.</p> <p>Each of these services can be offered at a portfolio-level for overall planning purposes or can be enhanced to provide a “deeper dive” into a single facility where a client is considering a major intervention (Renewal, Demolition, Repurposing, etc.).</p> <p>Additionally, we can integrate these stand-alone services into a consolidated project</p>

scope of work that provides economies of scale and cost savings for clients.

For all the services we provide below, we leverage the following Project Management tasks.

**Kick-Off Meeting:**

We recommend a project kick-off meeting be scheduled with key stakeholders as well as our Project Manager at the outset of the project. The purpose of this meeting will be for all stakeholders to meet to outline the client's detailed objectives for the project; and to ensure an understanding of the steps that will be part of project execution.

**Documentation Request and Review:**

Roth IAMS will provide a background document request (based on the specific scope of work) to the client outlining the list of information that will support the project. Upon receipt of the information from the client, our Project Manager will distribute the documents to the assessors for each specific site. The assessors review the information prior to visiting each site to provide a familiarity with the buildings.

**Regular Project Update Calls:**

Roth IAMS recommends, at a minimum, monthly project update calls, which will be done using Microsoft Team to create a virtual collaborative workspace.

**Project Wrap-Up Meeting:**

Roth IAMS will schedule a final meeting with client stakeholders to review the project, discuss any items that should be considered during future related work and share lessons learned.

**FACILITY CONDITION ASSESSMENTS (FCA)**

The following provides a general methodology that we would typically employ on a FCA project.

**METHODOLOGY**

The FCA will generally be performed in accordance with the requirements of the ASTM Standard E2018-15: Standard Guide for Property Condition Assessments. Uniformat II Level 3/4 is the de facto industry standard for building system nomenclature.

**On-Site Activities**

**Knowledgeable Staff Interviews**

It is critical to the success of this project that our assessors can interview client staff members who are familiar with the operations and maintenance of each facility. This helps to ensure the most accurate data is collected on the building systems, their operations and history. This interaction allows our assessors to integrate the institutional knowledge that resides in the "heads" of critical site and building staff, providing better recommendations for proposed renewal events.

**Site Walk-Through**

Our site assessors, accompanied by an escort from the client's team, will complete a walk-through of each building and site consisting of our assessors visually observing: the roof, the exterior of the building(s), common areas, mechanical and electrical rooms/vaults, washrooms, and a sampling of the operational spaces within each building to check the performance of the building systems and confirm representative condition.

**Reporting**

For each building assessed, Roth IAMS will create a stand-alone FCA Report. The format and content of the report will be driven by the client's current Capital Asset Management System (CAMS). In the event that the client does not have a CAMS system, Roth IAMS will utilize the SLAM CAP software to collect the on-site data and produce the FCA reports and supplemental data tables.

**Digital Photographs**

Digital photographs of each building/asset along with specific element photographs will be provided in the FCAs to support the observed conditions and recommendations. For each recommendation that is more accurately described with visual representation, a digital photograph will be included to help identify and locate the element.

**Condition Rating**

Each element will be assigned a condition rating based on our assessors' experience. We recommend defining a detailed condition rating system to allow for consistent application across multiple buildings and based on multiple assessors.



Roth IAMS will work with the client to develop a condition rating scale.

#### Costing Recommendations

Roth IAMS does not recommend relying solely on standard cost guides such as RS Means, and Marshall and Swift to provide the budget costs for the repair and renewal events provided in our FCAs. We will employ our own internal estimated unit cost document, using these standard cost guides, regional factors and our own experience, as well as client-specific pricing as available. We will review our proposed unit cost schedule and associated regional factors to integrate any client-specific costs.

#### QUALITY ASSURANCE PROGRAM

Roth IAMS employs a proven approach to QA/QC that has been used successfully by our team members including:

- Initial Project-Specific Assessor Training provided by Project Manager and Discipline Leaders;
- Development of a Project-Specific Assessor Manual;
- Desktop QA/QC by Discipline Leaders; and
- Pilot-Level Program.

#### ENERGY, UTILITY AND EMISSIONS ASSESSMENT AND PLANNING

##### APPROACH TO ENERGY ASSESSMENTS

ASHRAE Level 1 & 2 EAs are carried out in accordance with ASHRAE Standard 211-2018. The following is our typical methodology to energy assessments.

##### Load Profile

The Load Profile involving at least two years of utility consumption data provides the energy baseline for future measurement and verification. Also, it documents the utility costs for the energy savings calculations. This will be used as part of the assessment report to validate the proposed Energy Conservation Measures (ECMs).

It is assumed that the data will be provided by the client. The data collected will be detailed in a standard spreadsheet format using weather data as appropriate and summarized in the utility analysis document. The following annual analysis will be completed for each building:

- Obtain the monthly billing data for the sites;
- Obtain site specific parameters broken out by month including:
  - Utilized space and any additions, improvements, and changes in use occurring over the past two years;
  - Major changes to facility energy loads and operational processes;
  - Physical size and age of the site;
- Apply weather data to customers load profile to determine the weather normalized consumption profile; and
- Confirm the theoretical baseline curve against the actual usage information.

##### Benchmarking

The Building Energy Performance Index (BEPI) is the total annual utility consumption expressed as a function of the floor area or size of the facility, e.g., kWh/m<sup>2</sup>. The BEPI is calculated by converting all energy used in a building to a common unit, e.g., ekWh (equivalent kWh), and then dividing it by the floor area of the heated/cooled space in the building. A high BEPI indicates high energy consumption and offers a greater potential for energy efficiency measures.

##### ASHRAE Level 1 Energy Assessment

Following the utility analysis, a walk-through assessment of the subject buildings' operations and infrastructure will be completed to identify major energy and water using equipment and practices.

The resulting energy and water assessment summary report will be used to communicate the current configuration of the facility and its infrastructure as well as the results of the analysis and on-site assessment. The energy and water assessment report will include the following:

- A brief summary of the following: background information, the building name, the building manager, and the physical address;
- description of the facility and its installed energy and water consuming infrastructure; water consuming practices;
- completed utility consumption analysis;
- major energy and water consuming equipment;
- identified energy and water conservation measures and reduction targets; and recommendations and conclusions.

## ASHRAE Level 2 (Detailed) Energy Assessment

### On-Site Assessment

Following the utility analysis above, our Energy Assessors will work with the appropriate client stakeholders to complete the assessment. All aspects of the facility's operation will be reviewed in order to identify operational and energy efficiency opportunities. Information gathered on the mechanical, electrical, and envelope systems will be used in the next step of the program to detail these opportunities. Where necessary, field measurements may be taken to establish the information required for the analysis.

### Existing Building Energy Analysis

The next step is to determine the current energy use breakdown for each building. Roth IAMS will determine where energy is being consumed in the building using energy modeling software and/or standard spreadsheet calculations used in the data analysis. The results of the analysis determine the breakdown of energy use, providing an understanding of how energy is used in the facilities and allow us to identify ways to reduce energy consumption.

### Data Analysis

Using the information gathered in the field, an initial energy saving opportunity concept list is prepared and provided to the client for feedback. This is a preview of some of the saving opportunities that are being considered in the energy analysis. Opportunities identified will be analyzed to determine their impact on utility costs versus retrofit costs. A financial spreadsheet will be developed that lists the ECMs identified. For each ECM, the cost to implement, operational and utility savings, applicable incentives, and simple payback will be included. Additional financial analysis such as Net Present Value (NPV) calculations and financed paybacks can also be included.

### Facility Renewable Energy Management Opportunities

Roth IAMS will review the potential for renewable energy opportunities that may exist. Opportunities may include renewable technologies as photovoltaic. The intent is to identify the potential for the use of renewable energy with the need for a detailed feasibility study prior to going forward with implementation of these opportunities. A detailed feasibility study is considered the next step should the client wish to pursue one of these opportunities based on the preliminary analysis. Detailed feasibility studies are considered additional scope.

### Documentation and Reporting

A draft report is provided for the client to review and provide comments and feedback subsequent to a final report being completed.

### Energy Assessment Report

The report takes the information gathered in the assessment process creating a document, which becomes the implementation plan for the client. This document includes:

- Facility systems and operational information;
- Load profile spreadsheet, charts, and analysis;
- List of all identified ECMs with a detailed explanation of each measure, recommended actions, and energy savings with financial analysis;
- List of all identified no cost and/or low-cost re-commissioning opportunities with a detailed explanation of each measure, recommendations, and energy savings with financial analysis;
- Financial spreadsheet listing all identified opportunities; and
- Information on implementation planning including tendering, project management, measurement and verification.

## SITE, SAFETY AND CODE INSPECTIONS

### FIRE/LIFE SAFETY AND CODE ASSESSMENTS

A fire/life safety and code assessment of the built environment is inherent to protecting occupant and asset life.

It is assumed at the time of construction a duty of care is undertaken to ensure the building was constructed to the prevailing building code. Our assessment focuses on the amendments to the building code that addresses visible life safety non-compliances (fire stops, door open swings, clearances at the electrical panels, etc.).

Given that the fire code is generally retroactive, the scope of work is subject to the owner's objective, and is either:

- A baseline assessment using a screening checklist with no reference to a prescribed fire code, but focuses on building elements that are potential fire and life safety hazards.; or
- A comprehensive assessment, where an in-depth checklist that references the applicable fire code, by-law or the relevant NFPA is used to track non-compliances.  
Where required, an opinion of probable cost to implement the improvement is provided.

#### SPACE UTILIZATION AND PLANNING

Many of our projects have included a space utilization analysis. Where there are specific space standards that exist our team will collaborate with our clients to provide the required data and analysis.

#### FEASIBILITY, SUSTAINABILITY AND LIFECYCLE ASSESSMENT

As a baseline, the Roth IAMS team brings a lens of sustainability to all aspects of the capital planning and AMP process.

Step one will be to review all available sustainability policies, procedures, and other relevant documents to better understand how clients have previously integrated sustainability into their portfolio. Roth IAMS will then host a Sustainability Visioning session wherein we facilitate a discussion with the goal to determine what aspects of sustainable asset management are most important and align with the client's goals and objectives.

Wherever possible we will present options for enhancing energy saving opportunities through the selection of specific projects being considered for renovation/renewal. Where existing information on energy saving opportunities exist, that data will be integrated into the capital planning process.

The most sustainable thing you can do is avoid building a new building, by better using your existing building footprint. Wherever possible, our space planning and utilization analysis will focus on maximizing the value that clients can achieve from existing space.

The principles of sustainability impact the built environment in many ways. For new construction, sustainability focuses mainly on design and construction standards and methodologies. For existing buildings, the focus is how the buildings are operated, maintained and renewed. As such, Roth IAMS embeds the principles of sustainability into the plan accordingly.

#### New Construction Design Standards

Roth IAMS recommends clients develop a Sustainable Design Standard that provides the preferred areas of focus that align most closely with their own sustainability goals. Design and construction teams that are working on new construction projects will know what "points" the client prefers to achieve with its new buildings. The client can set a generic target associated with new construction, such as a minimum of LEED: NC Gold, should that be desired. Roth IAMS will lead a sustainability-focused workshop to discuss the various aspects of the LEED: NC framework that can be considered and discuss the benefits and drawbacks of setting a specific target for certification.

#### Existing Building Best Practices

Where much of a capital plan and AMP will focus on existing buildings, Roth IAMS will conduct a high-level review of the client's standard operations and maintenance practices against the best practices of sustainable building operations. Roth IAMS staff have extensive experience with both the BOMA BEST and LEED:EBOM guidelines for sustainable building operations.

#### ASSET, CAPITAL AND DEFERRED MAINTENANCE PLANNING

##### ASSET MANAGEMENT PLANNING

##### INITIAL STAKEHOLDER ENGAGEMENT SESSION

Roth IAMS recommends an in-person Stakeholder Engagement session be held with the client. This initial meeting provides an opportunity to introduce our project team, meet the key client influencers and stakeholders, review the scope of work, and answers any questions or concerns. The goal of the initial session is to gain ownership and accountability for the success of the project early from those that Roth IAMS will rely on throughout the course of the project.

##### SMALL GROUP WORKSHOPS

Assuming that there are different departments that are responsible for each of the different asset classes being included in the AMP, Roth IAMS proposes a short

session be scheduled to review the current AM practices that are used for each of the asset classes included in-scope.

#### DEVELOPMENT OF AMP TABLE OF CONTENTS

Following the review of the Background Information, Roth IAMS will develop a Draft Table of Contents (TOC) for the final AMP deliverable. Although the general content of the AMP is based on the client's Scope of Work, understanding the specifics of how the client wants to present the data (i.e. by Asset Class) will assist in setting the project on a successful path.

#### INFRASTRUCTURE ASSET INVENTORY

Understanding what assets the client owns and is responsible for is a critical foundation upon which the AMP will be built. Relying on existing and readily available data, Roth IAMS will develop the following information for the Asset Classes (as well as individual assets within the class):

- Estimation of Replacement Cost;
- Average age of the assets;
- Asset condition; and
- Description of the client's approach to assessing the condition of assets in the category (for example, this could include categorizing the proportion of assets in "good," "fair" and "poor" condition).

Roth IAMS will develop a series of graphical representations for the above-noted data.

#### LEVELS OF SERVICE

The levels of service component of an AMP describe what people experience when interacting with in-scope assets.

Roth IAMS will facilitate a Levels of Service (LOS) workshop with key client stakeholders. The goal of the workshop is to develop current and future LOS that will be used as metrics to determine how well the AMP is being leveraged over time.

##### Current Levels of Service

When determining the current LOS, it is important to use data from two calendar years prior to the year in which the current LOSs are established. The initial LOS will be shaped by what data is available for each asset class. The key to any LOS is the availability of data to allow for current and future measurement.

##### Proposed Levels of Service

The proposed LOS developed will be improvement targets, which are selected based on the current LOS developed for client assets. In addition to the setting of the updated targets, it is important that we can also estimate the capital costs associated with achieving the proposed LOS as part of the Financial Strategy (outlined below). The two critical components to any proposed LOS are that they must be meaningful and achievable based on available resources (time and money). Setting unrealistic targets is an easy way to delegitimize an AMP before it can be rolled out across an organization.

##### Future Desired Levels of Service

As above, the current and proposed LOS will be based on the current availability of data. Roth IAMS recommends that the client consider what LOS it would like to use for specific asset classes, and what data would need to be collected/measured in order to do so. This exercise helps lay the foundation for the Improvement Plan section of the AMP document.

#### LIFECYCLE MANAGEMENT AND FINANCIAL STRATEGY

With clear goals set based on the Proposed LOS, the focus of the AMP will now turn to how the client will go about achieving the LOS. The two key areas of focus will be on Lifecycle Management and the development of a Financing Strategy.

##### Lifecycle Management (LCM)

Looking at each asset class uniquely, Roth IAMS and the client will develop a LCM plan for specific assets, and some asset classes as a whole. LCM may look at the following aspects:

- Acquisition/construction of new assets;
- Renewal of existing assets;
- Operations and maintenance of existing assets;
- Disposition/demolition of existing assets; and
- Replacement of existing assets

The approach for each asset class will be slightly different due to the varied complexity between the asset classes (furniture tends to be fairly simple, while buildings tend to be extremely complex).

Short calls will be scheduled with the teams responsible for each asset class to review current and potential future approaches to managing the specific asset classes from the perspective of LCM. A summary document will be prepared outlining the results of the workshops.

#### Financing Strategy

With the Proposed LOS, and the LCM strategy for each asset class, Roth IAMS will begin to develop the capital and maintenance costs required to achieve the Proposed LOS. This information will be prepared for each asset class and in aggregate. Roth IAMS will schedule a working session with the client finance team to look at the proposed future budgets for capital and maintenance dollars over the 10-year period of the AMP.

To determine the budget required to meet the LOS, Roth IAMS also recommends we look at the current and future projected funding to support the AMP and develop an estimate of the surplus or shortfall when compared to the costs to achieve the Proposed LOS.

Working together, Roth IAMS and the client can develop potential strategies on how to overcome any shortfalls, should they exist.

#### DRAFT AND FINAL AMP DOCUMENT

With the content heavily vetted by the client throughout the project, Roth IAMS does not expect a lot of work to be required as part of the preparation of the AMP document. We will revisit the content created in each of the earlier stages of the work to ensure it fits together, and that any changes to the scope of work in subsequent phases are reflected in the earlier content.

#### Infographic

They say a picture is worth a thousand words. Roth IAMS uses infographics, with clean and easy to understand graphs and tables to replace what are typically wordy Executive Summaries. The infographic provides a concise and easy to consume overview of the data on which the AMP was based. Additionally, infographics can easily be updated on an annual basis in the intervening years between formal AMP updates.

#### Improvement Plan

Throughout the project, Roth IAMS will identify potential ways that could improve the client's future AM processes, practices, and plans. These items will be summarized in the Improvement Plan section and can be used as a Road Map for the client to follow in the time from when the AMP is launched and when the next version of the AMP is prepared.

#### CAPITAL PLANNING

##### Multivariable Prioritization (MVP)

Roth IAMS does not recommend categorical prioritization (e.g. High, Medium, Low) as it does not provide sufficient support for on-going asset management (which high priority project is a higher priority?).

To assist the client in selecting specific renewal needs to implement as projects or programs Roth IAMS is proposing the development of an MVP calculation that will provide a specific numerical priority ranking for each recommended study, repair or replacement recommendation. The development of the prioritization algorithm will be a collaborative effort between Roth IAMS and client staff from the across the organization. Roth IAMS will develop a priority matrix that will be submitted to the client for review. Upon approval of the matrix, Roth IAMS will develop priority scores for each recommendation in the consolidated dataset and present it to the client.

##### 3 to 5-Year Capital Plan

Roth IAMS will collaborate with the client to develop Multiyear Capital Plans for their buildings and infrastructure assets. Throughout this process we will assist clients in selecting the specific projects from the list of needs provided through FCAs that almost always far exceeds the available budgets. The MVP developed as part of the scope outlined above will inform many of the specific project selection decisions.

Wherever possible we look to maximize the value that our clients get when investing renewal capital into their existing assets by building programs (e.g. Roofing Program that bundles needs across multiple buildings to achieve economies of scale) and projects (Combining multiple renewal needs in a single building to allow for more efficient management and limited downtime/business interruption). Both strategies have been very effective in stretching limited capital dollars.

Roth IAMS also seeks to utilize energy savings to fund future capital renewal. Organizations that are able to reallocate operational savings resulting from Energy Retrofits back into future capital can make significant progress in reducing long-term deferred maintenance backlog by leveraging the compound energy savings over time.

In addition to the above process, Roth IAMS will also provide the client with input and enhancements to any existing Capital Planning tools and processes that exist. The goal of the enhancement will be to streamline the capital planning process, as well as make reconciliation of completed capital projects simpler in the future.

#### PREVENTATIVE MAINTENANCE PLANNING

Roth IAMS has worked with numerous clients to develop PM Programs to support on-going Facility Asset Management (AM). By combining a detailed equipment level inventory for a facility, with a Master PM Schedule, organizations can quickly and easily begin the process of developing a PM Program. Our approach recognizes that very few organizations can "flip a switch" and go from minimal (or no) PM to a fully functional PM Program. As such, leveraging our proprietary intellectual property and software tools, we allow clients to iteratively experiment with PM tasks by system (e.g. boilers) or individual pieces of equipment (boiler #3) so that a program can be designed to match the current resources and skills of the client's team. Tools can be used to drive the evolution of the PM program, develop business cases for adding staff, and/or supporting the outsourcing of specific maintenance tasks to a third Party.

#### MAINTENANCE PLANS AND PROCEDURES

Roth IAMS will provide a maintenance program that aligns with the requirements provided by the client.

#### Master Preventative Maintenance (PM) Schedule Development

Roth IAMS will develop a Master PM Schedule that will provide a robust list of equipment that the client wishes to include in its Maintenance Program. For each type of equipment, we will provide:

- List of tasks based on frequency (daily, weekly, monthly, etc.) with brief descriptions based on industry standard recommendations;
- Recommendations on the amount of time that should be budgeted for each task, equipment needed, and consumables required;
- Required skill sets and/or recommendations for the staff who should conduct the tasks;
- Standard Procedures, including Site and Instant Appropriate Lock-Out Procedure (LOTO).

During the pilot level or subsequent data collection the Master Schedule may be revised based on newly identified equipment being observed. The deliverable for this stage will be the Master Schedule document as described above.

#### Applying the Master Schedule to the Subject Buildings

With the agreed upon Master Schedule and the Asset Inventory, Roth IAMS will develop a Building-Specific PM Schedule.

#### Identifying Performance Standards, Delivery Methods and Risk/Contingency Plans:

Roth IAMS believes that a solution based on close collaboration between our team and our clients results in a much more appropriate solution than one we would develop in isolation.

#### Development of Key Performance Indicators (KPIs)

You cannot manage what you don't measure. To develop an accountability framework for the PM Program, we must develop KPIs that will be used to manage the success of the PM Program. KPIs can focus on completion rates, reduction in reactive maintenance, total hour required, etc.

It is critical to identify KPIs early in the process to allow for the design of datasets to include the information needed to measure the KPIs. The deliverable for this phase will be a list of KPIs agreed to by the client leadership, which will include current targets that can be measured immediately, as well as future targets that will be based on the evolution and expansion of the PM Program.

#### Setting Current and Future Targets

Based on the selected list of KPIs (current and future), Roth IAMS will collaborate with clients to set current and future targets for each KPI that will be used to measure the success of the PM Program. The roll-out of each specific KPI will be

		<p>based upon the roll-out of the specific tasks within the PM Program.</p> <p>The deliverable for this phase will include a list of proposed targets for the current KPIs, as well as recommended targets for the future KPIs.</p> <p><b>BENCHMARKING SERVICES</b>  Roth IAMS integrates benchmarking into a number of the services described above. However, when provided with consistent and defensible data from a client we can also provide Benchmarking as a Stand-Alone service to clients that have that specific need.</p> <p>During most FCAs, Roth IAMS develops a Facility Condition Index (FCI) for each building assessed. FCI is the industry standard for benchmarking the condition of assets within and across portfolios of buildings.</p> <p><math>FCI = \frac{\text{Renewal Needs in a Given Period of Time}}{\text{Current Replacement Value}} \times 100</math></p> <p>Additionally, some clients request a Requirements/Recommendations Index (RI), which can include the costs for addressing readily visible code infractions as well as recommended upgrade scenarios.</p> <p>A key part of our Energy Assessments and Management consulting is to always benchmark the energy usage of a subject building to readily accessible benchmarks such as EnergyStar and others. Additionally, we recommend our clients look at the Energy Intensity (Energy Consumption normalized for Building Size) as an internal benchmark to compare energy performance across a portfolio.</p> <p>All of our Asset Management Plans (AMPs) include the development of Levels of Service (Current, Target and Future) that are used as benchmarks for the specific asset class that they are applied to measure the success of proposed AM measures that will be implemented. The development of client-specific LOS is a highly collaborative step in the AMP development process.</p> <p>Roth IAMS can provide benchmarks for specific spaces or areas within a building against current industry standards (e.g. classroom size, clinical area, office size per person, etc.). By seeing how a specific space or series of spaces matches up against the industry standards, we can provide guidance and insight on how reorganization of the functional programming can create a more effective built environment for our clients.</p> <p>With our highly collaborative nature, we have also worked with specific clients to develop unique benchmarks that provide that client with a KPI, or a measure of success or progress.</p> <p><b>PROJECT SELECTION, BUDGET DEVELOPMENT AND PROGRAM MANAGEMENT SERVICES</b>  Project selection and budget development are key components of our Capital Planning Process that is outlined above (Asset, Capital and Deferred Maintenance Planning).</p> <p>With regards to Program Management, Roth IAMS does not provide Construction or Renewal Project Management Services. However, we do provide Asset Management (AM) Data Management Services. In our experience, many organizations successfully build a solid AM system, but fail to assign the appropriate resources to maintain the data going forward. Roth IAMS has built a team of AM data experts that provide the capability and capacity to keep the dataset(s) current and allow for long-term value from the AM Program.</p> <p>This process involves a client outsourcing the AM Data Management to our team. In this way, Roth IAMS manages the appropriate Asset and Equipment data and keeps it up to date as maintenance and renewal projects are implemented.</p>
65	<p>Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.</p>	<p><b>FACILITY CONDITION ASSESSMENTS</b></p> <p><b>CALCULATION OF CURRENT REPLACEMENT VALUE (CRV)</b></p> <p>On completion of the FCA, the Current Replacement Value (ARV), which is the cost to reconstruct the building, will be calculated using the Marshall and Swift Valuation Services cost guide (cost guide). The cost guide is widely used by appraisers to determine improvements and the replacement value of buildings. The CRV will include material, labour and design costs.</p> <p><b>CALCULATION OF FACILITY CONDITION INDICES (FCIS)</b></p> <p>Using the CRV for each building developed by Roth IAMS, we will develop a Facility Condition Index (FCI) for each building.</p>

FCI = Renewal Needs in a Given Period of Time/Current Replacement Value x 100

Roth IAMS recommends that clients use a 5-Year FCI for its portfolio and asset planning as single year FCIs tend to fluctuate greatly from one year to the next, depending on the annual renewal needs. A 5-Year FCI focuses on the long-term trend and tends not to fluctuate as much, making long-term planning easier and more effective.

#### INFRASTRUCTURE CONDITION ASSESSMENT (ICA) METHODOLOGY

In addition to our expertise in FCAs, Roth IAMS has completed numerous assessments of site infrastructure. In cases of single building sites, Roth IAMS will integrate the site elements into the FCA report. However, for multi-building sites or campuses, Roth IAMS will often prepare a stand-alone report on the condition of the infrastructure.

The purpose of the ICA-Site is to update and/or add the infrastructure information for the Site systems. The methodology for the ICA-Site has been broken into two phases as follows:

- Surface Infrastructure Assessment;
  - o Request and review the provided background information for all surface infrastructure systems;
  - o Visual assessment of the surface infrastructure systems; and
  - o Update existing data, based on the existing zoning and observed condition assessment of the surface infrastructure.
- Subsurface Linear Assessment
  - o Review existing data for accuracy with respect to size, construction-type, age and replacement values for subsurface (underground) infrastructure; and
  - o Update the Remaining Useful Life information based on year of construction and issues reported by the client.

The ICA-Site will generally be performed in accordance with the requirements of the ASTM Standard E2018-15 Standard Guide for Property Condition Assessments (PCA). However, several enhancements are recommended beyond a standard PCA and these are outlined below. The ICA-Site will include the assessment of the components consistent with the Uniformat II G - Building Sitework nomenclature.

#### Background Information Review:

Roth IAMS will provide the client with a list of information that will be useful in supporting the ICA. This information will include, but not be limited to the following:

- Site plans in CAD format;
- Underground Utility Maps;
- Inventory of infrastructure systems (assets);
- List of capital projects completed since the last FCA-Site;
- Failure and repair history for underground systems; and
- Previously completed detailed engineering reports of site infrastructure.

Upon receipt of the information our project team will review and integrate the information into the finding presented in our report.

#### Visual Assessment of Surface Infrastructure

Roth IAMS will complete a visual assessment of the following surface infrastructure/site systems:

- Roadways;
- Parking Lots;
- Sidewalks;
- Steps w/Retaining Walls;
- Pavers;
- Pathways;
- Retaining Walls;
- Fountains;
- Benches;
- Signage;
- Entrance Canopy;
- Flagpoles;
- Fencing;
- Playing Fields; Tennis Courts, Basketball Courts, Baseball Diamonds, etc.;



- Site Lighting;
- Emergency Call Stations;
- Site Communication Systems;
- Service Tunnels;
- Garbage Cans;
- Bus Shelters; and
- Horticultural Beds.

#### Underground Linear Infrastructure

Roth IAMS will review the system-level information for the underground systems (e.g. date of installation, construction material, size, costing, etc.) based on the existing campus zoning and data structure, and information provided during the interview. Any changes will be applied to the new dataset. Underground systems included in our scope include:

- Fire Water Supply;
- Irrigation Distribution;
- Domestic Water Supply Mains and Equipment;
- Sanitary Sewer Systems & Manholes;
- Storm Sewer Distribution Systems;
- Heating Water Distribution Systems;
- Chilled Water Distribution Systems;
- Compressed Air Distribution Systems;
- Natural Gas Distribution Systems; and
- High Voltage Power Distribution Systems.

#### Reporting

The format and content of the ICA report will be driven by the client's current Capital Asset Management System (CAMS). In the event that the client does not have a CAMS system, Roth IAMS will utilize the SLAM CAP software to collect the on-site data and produce the FCA reports and supplemental data tables. The same reporting content as outlined above for FCAs will be provided in the ICA report. Additionally, the same QA/QC program will be utilized as outlined in the FCA section above.

#### ASSET INVENTORY AND TAGGIN

##### Equipment Data Collection and Tagging

For clients that have some existing Preventative Maintenance documentation, as well as existing data within its CMMS. It is critical that Roth IAMS review this information, along with the configuration of the CMMS to allow for the leveraging of relevant existing information/data, as opposed to starting anew.

Roth IAMS prepares a background information request document for submission to the client. Once the digital and hard copy data has been compiled, our staff will work with the client to complete the review and determine what existing data can be integrated with the Preventative Maintenance Program (PMP).

##### Stakeholder Engagement Session

One of the first tasks associated with the Equipment Data Collection and Tagging will be to engage the stakeholders in the determination of the equipment/assets to be assessed, review the tagging process and review CMMS information to be gathered and included as part of the Program.

Roth IAMS recommends that we co-chair a Stakeholder Engagement Session with the client Project Managers. The purpose of the session will be to introduce the program to all involved as well as seek input on specifically what equipment/assets are to be included in the program now, and what might be added to the program in a subsequent iteration.

##### Development of Desired Dataset – See Sample Dataset Excel File

Based on the review of the existing data, the outcome of the stakeholder engagement session and our experience, Roth IAMS will develop a Desired Dataset for the client's PMP. The dataset will include the types of equipment/assets to be included in the program, and the specific data to be collected for each type of equipment. A draft copy of the Desired Dataset will be provided to the client for review and comment.

Concurrent with the dataset development, Roth IAMS will review and develop an Asset Naming/Numbering Convention to be used to identify/tag each piece of equipment inventoried. For the purposes of planning, we have assumed that the

equipment/assets will be tagged by either a bar code or QR code and have a unique identifier or number that will not require on-premises printing production.

Once the Desired Dataset is approved, Roth IAMS will be ready to move to the on-site validation stage of the project.

#### Preventative Maintenance Schedule Development:

The Preventative Maintenance Schedule (deliverable) will provide a robust list of equipment that the client wishes to include in its PMP. For each type of equipment, we will provide a list of tasks based on industry standard recommendations. In addition to the task list, we will also provide recommendations on the amount of time that should be budgeted for each task, and the required skill sets and/or recommendations for the staff who should conduct the tasks. Materials Master for each equipment will also be created that will detail any consumable materials required to perform the PMP on each piece of equipment.

During the data collection the Master Schedule may be revised based on newly identified equipment being observed. The deliverable for this stage will be the Master Schedule document as described above.

#### Equipment Tagging and Data Collection

Roth IAMS staff will visit each of the buildings and complete an inventory of the existing equipment/assets included in the program. The data collected will be based upon the Desired Dataset developed earlier in the program. Roth IAMS uses an electronic handheld tool, with the configured dataset to capture the equipment/asset information. Where nameplate information, like model number, serial number, capacity, rating, cfm, belt size etc. is accessible and legible it will be recorded for each equipment/asset.

At this time, our staff will also apply the Asset Tags to the individual pieces of equipment. Wherever practicable, Roth IAMS will apply the Asset Tags in a similar location on the equipment, by equipment type to allow for easy tag location during subsequent maintenance activities. Prior to applying the tag, Roth IAMS will clean the area using an abrasive material and wipe clean allowing for the strongest adhesion of the tag. Roth IAMS will take a photo of the tag applied to each piece of equipment.

Upon completion of the on-site data inventory, Roth IAMS will provide the client with a draft spreadsheet providing the readily visible desired dataset for each piece of equipment observed.

#### Applying the Schedule to the Buildings

Based on the inventoried equipment present, Roth IAMS will develop a PM schedule for each of the facilities, which includes a list of specific tasks that should be considered for each piece of equipment. This information will then be uploaded into the CMMS data sheets provided. This will allow the client to determine the total resources required to complete the PM tasks for the facilities.

#### Software Tools

Roth IAMS utilizes the SLAM Equip module to facilitate the collections of Asset Inventory and Tagging information. Following our initial project, we can also license the Equip module to our clients to allow them to streamline the data management when equipment is being replaced as part of Operations and Maintenance and/or Capital Plan completion. Equip allows clients to easily update data on existing equipment from any mobile-enabled device.

#### ENERGY, UTILITY AND EMISSIONS ASSESSMENT AND PLANNING

##### RE/RETRO COMMISSIONING

Roth IAMS views Commissioning as another toolkit to complete the full cycle of asset management. Commissioning, in context with facility assessment data, will help complement the organization's strategy for optimizing maintenance and utility expenditures while extending facilities life cycles, at the building and systems level.

Existing buildings have undergone extensive repurposing and changes in operational protocols. Additionally, new cutting-edge technology is being installed into older buildings that has brought newer diagnostic tools to older systems.

Finetuning the performance of building systems through Recommissioning or Retro-commissioning (RCx) presents an opportunity for savings. However, the level of effort and cost required to complete a detailed global RCx program can be very

expensive and requires significant staff resources. Re-Commissioning and Retro-commissioning, although slightly different in definitions, both apply to the physical activity of commissioning existing buildings for the same purpose. The acronym RCx in this document will apply to the commissioning of existing buildings. Additionally, all buildings within a portfolio may not present significant savings opportunities (Energy as well as Operational). As such, Roth IAMS's goal is to assist our clients in targeting RCx resources where the best opportunities exist.

Roth IAMS' approach is meant to cross the borders between maintenance, operations, and capital renewal. Roth IAMS can present a tailored approach for finding cost effective building investments for organizations to improve building performance. The result will identify what buildings to first focus RCx activities and provide a list of opportunities identified through the process. This will include low cost, high return RCx activities, corrective maintenance possibilities and possible capital investment opportunities.

Similar with Energy Management, as a critical aspect to an Integrated AM Program, we believe that Commissioning information should be easily integrated with other facility data. This allows for more streamlined decision making when balancing renewal and efficiency needs with strained maintenance resources and limited budgets.

Facility Assessment and Planning activities already introduced provides a valued insight into an organizations culture and condition of buildings. One of the major activities that is used in facility assessments or energy assessments includes gathering crucial information from building managers and operators. Considerable effort has already been made in this endeavour. This concept continues with recommissioning. As Roth IAMS gains information from facility assessments, insightful information into building performance is gleaned.

Typical recommissioning exercises include looking at each building system within a facility. Roth IAMS at this point has gathered building information to be able to assist in determining where to redirect commissioning exercises at - either a system or building level in a very cost-effective manner.

#### Methodology

Roth IAMS' approach will encompass typical or standard commissioning techniques as defined by recognized authorities including methodologies endorsed by the Environmental Protection Agency (EPA), technical authorities such as American Society of Heating Refrigeration and Air Conditioning Engineers (ASHRAE) and industry specific organizations such as the Building Commissioning Association. Dependent upon clients' preferences these standards and commissioning guides will be used.

As the RCx exercise does a deep dive into building systems operation, Roth IAMS is at an advantage to have a deeper understanding of the organization through facility assessments and energy assessments that have been completed. Roth IAMS's activities to this point will also have looked at the realm of maintenance activities aligned to building operations. In our gathering of information, an interaction with building operators will also be able to identify activities, such as corrective maintenance, that will enhance the building systems.

Roth IAMS will continue the transfer of data between service deliverables. Asset data from assessment databases can be transferred to cloud-based commissioning specific software.

An online system will keep all team members up to date will all information associated with the commissioning process. Meeting minutes, reports, asset lists, commissioning checklists, asset manuals, test results will be available online. End of project data can then be consolidated and migrated into client's facilities databases.

Our methodology for the recommissioning process will follow industry standard established guidelines dependent on client preferences. As a minimum, RCx activities will include:

#### PLANNING AND PRESCEENING PHASE

Roth IAMS will begin the process with the initial planning phase working with the project team to determine a feasible recommissioning plan. This phase will include information gleaned from the facility assessment data plus all relevant data including utility consumption trends. This will be coupled with the information gathered from previous staff interviews.

The intent of this phase is to look at the organization's buildings(s) as a whole and narrow activities down to include low cost, high return RCx activities.

Information will be requested on the building(s) to be considered for RCx. The intent of information gathering will be to gather relevant information that is "at the fingertips" of the organization. The information request may include:

- Historical utility consumption and performance data;
- Space usage breakdowns;
- Building repurposing history;
- Most recent Facility Condition Assessment data;
- Building management system architecture;
- Building mechanical and electrical system descriptions; and
- Other relevant information that can be retrieved from the maintenance management system.

A staff meeting or survey will be sent to select groups within the organization. This may include senior management or technical staff maintaining the facilities. Occupant surveys may be considered as well.

Select groups or individuals will then be interviewed to glean anecdotal information on current trends in building performance and occupant satisfaction. Interviews will either be conducted online or during the on-site facility survey.

We recommend engaging staff involved in the process from the beginning. This can be completed through an online system designed for feedback such as strategies employed with online classroom systems. This approach recognizes the current demands on staff resources but is considered a necessary step in attempting to gather all potential opportunities. This process evolves into a managing group, the RCx team, represented by all levels of staff and is taxed with championing the process.

Based on information gathered, our technical analysis will include reviewing and correlating Historical Energy Consumption trend data, Maintenance/Work Order System Information, Historical Renovations and Repurposing as well as the Capital renewal strategy.

The Energy Consumption analysis will review the historical consumption trends, compensated for weather variances, to determine performance trends.

The interviews and energy analysis will be used to first narrow down the list of buildings that will be focused on for the review.

A cursory review of current Building Management System(s) will be completed to determine the extent it is being used for online commissioning and subsequent performance enhancements. Through the interview process, it will be known how the current system is being utilized. Roth IAMS access to the system will be initiated for monitoring purposes only, with the intent to review and/or set up trends for further analysis.

This review is intended to identify potential low-cost/no-cost energy saving opportunities, anomalies worth further investigation, and to help identify which facilities are the top candidates for RCx. Preliminary trending analysis, if available, will be reviewed to complete a quality check of proper control system sequencing, such as basic economizer operations.

Building walk throughs may occur for select buildings to familiarize the RCx agent with more detail of facility systems and operations.

Theoretical improvements will be brainstormed with the team to ensure we optimize the recommissioning activities and leave no stone unturned. This step will include the discussion of control routines to optimize building performance aligned to the building's current use.

During this process, any information that is outside of the scope of work will be documented.

Objectives will align user, life cycle expectations and maintenance goals for establishing commissioning priorities.

#### INVESTIGATION PHASE

With a plan in place, the Rx team will review results of available facility documentation including assessment data, energy analysis and maintenance documentation and feedback.

The owner project requirements are a key element guiding this step. Meeting operating conditions including comfort levels, air quality and building schedules ensures that the facility use is optimized.

The owner project requirements is a living document as RCx activities bridge multiple systems or buildings.

With the tools available within the facility, the RCx team will perform monitoring, detailed trend analysis and focused facility or system investigations. A report detailing list findings will be produced to focus on credible options to pursue. The report will bridge the gap between assessment recommendations, energy consumption, operations group, maintenance goals and the team objectives. The report will include recommendations for RCX activities, corrective maintenance options, control strategies and capital renewal considerations, all within the context of the life cycle consideration for the buildings involved.

#### IMPLEMENTATION PHASE

After debriefing with the client, selected implementation of recommendations will begin. Additional resources including HVAC technicians, controls system technicians, and electricians will be resourced to perform selected upgrades. Staff will be involved with decision making on final changes within the facility including corrective maintenance, control sequencing and other activities identified in the RCx plan.

Roth IAMS will manage, perform detailed operation review changes and commission implemented measures. A report detailing activities performed and results obtained will be produced. Results will be measured through available avenues including trend analysis, check sheets sign off, and other available means such as sub-metering if available.

#### HAND OFF PHASE

The hand off phase is just as critical as the planning phase. A final report will be produced detailing actions taken and results produced. Report will include recommendations for maintaining existing gains achieved, propose continued RCx activities including preventive maintenance measures such as periodic trend analysis. A debrief and training session will be included to disseminate lessons learned and provide strategies for moving forward.

The hand off stage must be effective in celebrating the successes while continuing to keep operations staff on board with development of a continued RCx program.

A team of all levels of staff will be a major component of the final recommendations. Operations staff will have champions that emerge from this process. Continuous process improvement will contribute to maintaining the benefits achieved through the strategies implemented.

Roth IAMS would recommend a facilitated session, either quarterly, or semi annually to maintain the momentum and identify any obstacles that management need to address. These classroom environments, either with the small group or larger staff engagement sessions are able to keep the majority of staff providing continual feedback, find additional opportunities for RCx and maintain momentum.

#### SITE, SAFETY AND CODE INSPECTIONS

##### ACCESSIBILITY ASSESSMENTS

To meet the vision of providing an inclusive environment for all people, especially people with disabilities, Roth IAMS has worked with institutions (school boards, colleges, etc.), municipalities and governments to provide Barrier-Free Accessibility Assessments (BAAs). To this end, depending on the client's overall project objective, Roth IAMS has developed two distinct scopes of work:

- A baseline BAA Screening Checklist, which is completed during the FCA site visit by our assessors. The BAA checklist, which is based on ASTM E2018 -15, is configured to identify potential barriers solely through visual means (no measurements obtained) and with no direct reference to a prescribed code or guideline. A requirement with high-level cost estimate (Class D) to address the barrier (accessibility improvement), if requested, will be included in the capital and maintenance renewal funding table. A separate report, which will include the completed accessibility assessment checklist, a photolog highlighting especially the noted accessibility barriers, as well as our scope, approach and limitation to the accessibility assessment may form part of the submission; and
- A comprehensive BAA, which is structured to address barriers to the prescribed code, or guideline. Measuring tools (conventional or digital tape-meter, slope-meter, force gauge, etc.), are used by our assessors (accessibility specialists) to analyze and confirm the barrier. Where the institution or municipality has a Facility

Accessibility Design Standard (FADS), the options are discussed, and the BAA approach is restructured based on the client/owner's objectives. The comprehensive BAA focuses on:

- Accessible designated parking areas;
- Exterior paths of travel including curb ramps;
- Exterior stairs and ramps;
- Exterior entrances;
- Way-finding signages;
- Interior paths of travel including stairs and ramps;
- Elevators;
- Washrooms and changerooms; and
- Common areas, offices, auditoriums, gymnasiums and designated classrooms.

Where requested, the remedial actions and costs are integrated into the FCA OPC table. The integrated spreadsheet will group the systems in accordance with the component categories (ASTM E1557 -09, NIST Uniformat II classification) in the FCA report and the remedial action flagged as 'accessibility improvement'.

To streamline our approach, we have structured our assessment approach with a soft stop. The soft stop is applied, when early in the assessment it is determined that a key criterion falls short of the prescribed spec and a total reconstruction of element to meet prescribed code, guideline or design standard is required. For example, when the clear width of the open door is non-compliant, further assessment of the subject element ceases, and a recommendation with a cost to reconstruct and replace the door to meet code is recommended.

Where accessibility barrier is encountered, the BAA checklist will provide a recommendation for an improvement, and a high-level budget cost to execute the improvement (Class D estimates). To ensure that the improvement cost aligns with the owner, an opinion of probable cost (OPC) table is developed and shared early in the project with the owner. A photolog to support the findings is included in the submission.

#### SPACE UTILIZATION AND PLANNING

If detailed space planning is required, Roth IAMS will contract one of our many partners to provide more design and programming consulting services, where required by our clients. The following provides an overview of the type of Master Planning Service that we can offer in collaboration with one of our partners.

#### LONG TERM FACILITY MASTER PLAN

The following sections outline our proposed approach to develop the Long-Term Facility Master Plan for our clients.

##### Conduct Staff Interviews

We will interview key staff to ascertain the spatial needs by focusing on two sets of questions:

- The first addresses the personal structure and space standards used to determine what kind of, and how much space is required, for the staff complement presently housed. This will include forecasts for growth in staff complement for the short term (5 years) and the longer term (10 years); and
- The second set of questions are functionally based: addressing what space is needed – outside of staff office space – that has to be there for functional reasons. This might include specialty space, shops, labs, garage, and similar spaces in which some process or specific function occurs.

##### Compile Personnel Space Requirements:

The outcome of the personnel interviews will be compiled into a spreadsheet outlining the personnel designation, hierarchy and space for each position.

##### Compile Program/Departmental Space Requirements:

Next, we will address what work is actually being done and how it is being done within the buildings. There are two basic types of space here: one is simply office space and is essentially captured in the personnel metrics. The other is space that has a specific functional purpose such as maintenance shops. By investigation what is done, we can clearly describe what space is needed to for that function.

The data here is compiled into areas necessary to meet the requirements now, in the short term (5 years) and in the longer term (10 years).

##### Develop Departmental Space Budgets:

These are high level programs that identify net space requirements determined above. The program then adds both component gross and gross up factors to

		<p>determine a budget for the unit. This budget is independent of the existing space and represents the estimated amount of space to properly support the function of the unit.</p> <p><b>Fit Analysis:</b> This is where the rubber meets the road. This assessment is to determine if the space in which units are currently housed actually align with the program. The discovery at this point addresses both the quantity of required space against what exists, and the quality of that space functionally – that is, does it work for its intended purpose.</p> <p><b>Identify Gaps:</b> The outcome of the Fit Analysis will identify the exact fit and it is at this stage that the lack of fit is spelled out and quantified. This lack can be too much space, too little space, space not fit to purpose, or some combination of these.</p> <p><b>Develop Alternative 10 Year Strategies:</b> The gap analysis will present a number of ways of correcting the lack of alignment with program. This can be in repurposing space, building new space, expanding existing space, consolidation of multiple areas into one, etc. There will be several paths that can be followed. The issue here will be determining the best value route which brings us to the next step.</p> <p><b>Review Strategies and Identify Best Value Path:</b> We will examine the various paths with the idea of narrowing the selection to the best value available. This does not mean the cheapest, but the path that optimizes both cost and function. There are a number of techniques used here that are broadly called decision modelling. This is a technique that can allow us a clearer view of the choices available and determine the best path to take.</p> <p><b>Document the Plan:</b> We will assemble all the documentation and plans for the project and document the process, the program budgets, the fit analysis and decision model to the best path solution into a coherent report.</p> <p><b>ASSET, CAPITAL AND DEFERRED MAINTENANCE PLANNING</b></p> <p><b>Software Tools:</b> When providing our Asset Management, Capital Planning and Preventative Maintenance Planning services outlined in Response 64, we can also provide SLAM software licenses that can assist and support our clients in the on-going management and execution of these plans.</p> <p>The SLAM CAP Module provides our clients the ability to manage their on-going Capital Planning and Asset Management processes while also keeping their asset data current and reflective of the most recently completed capital projects.</p> <p>The SLAM Prevent Module provides clients with the ability to import their equipment/ asset inventory data and build various scenarios for Preventative Maintenance Plans that align with current resources. Embedded in Prevent is a comprehensive list of PM tasks by Uniformat II code that include the frequency, duration, discipline and recommended materials. A client can enable or disable the tasks and Prevent will prepare a summary of the costs and resources required to complete the selected tasks. Tasks can be selected for a type of equipment across the portfolio or specific tasks can be selected for a specific piece of equipment. Prevent allows users to work from a 50,000 square foot level down to an individual mechanical room in a specific building.</p>
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**Table 14B: Depth and Breadth of Offered Equipment Products and Services**

Indicate below if the listed types or classes of equipment, products, and services are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Offered *	Comments
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66	Facility and building condition assessment	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>From generalist-level FCAs to specialist-level team that will consist of numerous discipline experts, we can provide these services across North America. Our team has completed over 22,000 FCAs for public and private clients over the last 20 years.</p> <p>We align our FCAs with ASTM Standard E2018-15: Standard Guide for Property Condition Assessments and utilize the Uniformat II asset nomenclature ASTM Standard E1557 – Standard Classification for Building Elements and Related Sitework) to allow the data to easily be rolled up into high-level Asset Management and Capital Plans, while also giving clients granular data with which to implement their plans and align with Operations and Maintenance Practices.</p> <p>However, we tailor our scope of work and the data gathered to align with each client’s unique business and project needs. We have full-time staff across all disciplines required to complete a detailed FCA for any asset class.</p> <p>Additionally, we utilize Asset Management software tools to collect and report on the data that can also be licensed by clients to support their on-going capital and asset management planning.</p> <p>In addition to our own internal capital planning tools, our staff also have extensive experience working with other commercially available Capital Asset Management Systems (CAMS, VFA.facility, iPlan,. AssetPlanner, etc.) and Computerized Maintenance Management Systems (CMMS, Archibus, Maximo, etc.). As such, regardless of what technology platform a client is using, our team has processes and tools to allow for streamlined data integration, upload and download.</p>
67	Energy, utility, and emissions assessment and planning	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>We approach energy assessment as part of a broader Asset Management Plan, which means that we try to look at it in a broader holistic context as opposed to just saving energy or reducing Greenhouse Gases (GHG).</p> <p>We can provide ASHRAE Level 1, 2 and 3 Energy Audits, Stand-alone utility analysis, and GHG reduction consulting. All of our work aligns with the Uniformat II asset nomenclature to allow the data to easily integrate with other data sources.</p> <p>Additionally, we have a dedicated team that focuses on optimizing Building Performance, which looks at Energy as well as the on-going operations and controls systems of building systems to identify the greatest opportunity for savings, as well as targets investment for additional work such as re/retro-commissioning.</p>
68	Site, safety, and code inspections	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Site and infrastructure condition assessments can be done in conjunction with BCAs for a facility, or as a stand-alone assessment for a campus or multi-building site.</p> <p>High-Level and detailed accessibility assessments are based on the Uniformat II asset nomenclature to allow the data to be integrated with BCAs and other existing data sources. Costs to address the observed major non-compliances are also provided. Both of these approaches are typically unique in the market, but provide our clients with data that is more easily used as part of an overall Asset Management program.</p> <p>Life safety and building code assessments focus on readily-visible code issues as well as providing cost estimates for addressing non-compliances. If a more detailed assessment is required, we have a network of specialist subconsultants that we can draw upon that are familiar with local codes and regulations.</p>



69	Space utilization and planning	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Many of our projects have included a space utilization analysis. Where there are specific space standards that exist (e.g. class size requirements within K-12 schools), our team will collaborate with our clients to provide the required data and analysis.</p> <p>If detailed space planning is required, Roth IAMS will contract one of our many partners to provide more design and programming consulting services, where required by our clients. However, our partners have adjusted their approach to allow for the integration of the space data with our other data collected on existing buildings to make its usage easier and more valuable to our shared clients.</p>
70	Feasibility, sustainability, and lifecycle assessment	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>As part of our recommended Iterative Data Collection model, once a client has determined that they are going to address a capital renewal need, we recommend an Options Analysis that looks at several different options for addressing the need, including replace-in-kind (typically from a FCA), and various upgrade scenarios, depending on the specific need being addressed).</p> <p>Roth IAMS has developed tools and software that allow clients to consider the total cost of ownership for potential options as opposed to relying solely on upfront capital costs (which represent a fraction of the overall cost of ownership). These tools allow clients to visually see the difference in Lifecycle Cost for different options.</p> <p>Roth IAMS approach to Sustainability is similar to our approach to Energy Efficiency, in that we view it as part of an overall Asset Management Plan, as opposed to a stand-alone consideration. Our team includes LEED Accredited Professionals and experts in other Green Building Rating systems. As such, we can facilitate Green Building Certification for clients that wish to do so.</p> <p>Additionally, our tools allow clients to consider different options to enhance the sustainability of their existing asset portfolio as it relates to developing specific Levels of Service for an Asset Management Plan, Product Selection, Total Cost of Ownership analysis and Energy/Water efficiency upgrade options.</p>
71	Asset, capital, and deferred maintenance planning	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Roth IAMS has developed numerous tools and processes that have been used by hundreds of clients to improve and enhance their Asset Management and Capital Planning processes.</p> <p>Our team includes many colleagues that have worked on the "client side" and have been responsible for developing planning documents for clients in the government and education sector. We combine that real-world experience with our cross-sector knowledge gained from having collaborated with some of the largest institutions in North America.</p> <p>We collaborate closely with our clients to develop multiyear capital and maintenance plans that align with an organization's overall goals and strategy, and are based on the resource constraints that exist (staff, money, available contractors, etc.).</p> <p>In addition to our services and excel-based tools (provided to clients during consulting assignments), Roth IAMS can also offer licenses to on-line software that can assist clients in furthering their Asset Management and Capital Planning processes.</p> <p>From fulsome Asset Management Plans for municipalities or institutions, to specifically focused capital plans, our team of experts will tailor our tools and processes to align with each client's unique objectives and processes.</p>

72	Benchmarking services	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>From simple benchmarks like Facility Condition Index or Energy Intensity, to very complex Levels of Service (LOS) typically included in formal Asset Management Plans, Roth IAMS has extensive experience assisting clients in developing Key Performance Indicators (KPIs) and Benchmarking programs for their existing building and asset portfolios.</p> <p>We believe that there are three types of LOS that each client should consider.</p> <p>First, is the Current LOS, which are based on data available at the current time, and tend to be more simplistic in the early days of an organization's Asset Management journey.</p> <p>The second is the Desired LOS, which is a target for improvement of the Current LOS at some point in the future (the duration of the Asset Management Plan – typically 5, 10 or 20 years).</p> <p>Finally, we also recommend that clients consider Future LOS, which are LOS for which the organization does not currently have the data or the ability to measure, but which they would like to do so in the future. The Future LOS provides a road map to evolve existing asset data collection and management so that at some point in the future the new LOS can be integrated into an Asset Management Plan.</p>
73	Project selection, budget development, and program management services related to the solutions described above.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>The Roth IAMS Capital Planning process does include the selection of specific projects that will be included in multiyear capital plans, including developing annual capital budgets from a wide variety of funding sources (depending upon each organization's business context).</p> <p>Additionally, as above we can also do Options/Lifecycle Analysis to determine the preferred approach that will be taken to address a specific project/program (e.g. replace-in-kind, minor upgrade, major upgrade, etc.).</p> <p>However, Roth IAMS is not a cost consultant, nor are we a Project Management firm. Again, where our clients require these services, we have a network of partners that can support our clients in leveraging the data and plans that we develop in collaboration with them, in executing the required capital renewal work.</p>

**Table 15: Industry Specific Questions**

Line Item	Question	Response *
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74	If you are awarded a contract, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the contract.	<p>The simplest overall metric to track the success of our progress with the Sourcewell partnership will be the overall revenue secured through contracts with end clients. However, we do not feel that this metric is sufficient.</p> <p>In addition to a total overall goal for revenue, we will also create KPIs based on the number of new clients secured through Sourcewell. This way, if we get one large contract early on, we still are incented to keep working to secure additional new clients. Additionally, an initial small contract with a new client can also balloon into a much larger downstream opportunity. We have had tremendous success since our founding, of taking small initial assignments with clients and turning them into long-term lucrative relationships. Having a strong focus of on-boarding new clients keeps our team driving towards expanding our client list.</p> <p>At Roth IAMS, we believe in reciprocation. As such, in addition to working with clients on Sourcewell's current partner list, Roth IAMS will also work to get new clients added to the list as well. As such, we will set a target for new clients brought to Sourcewell as partners. Additionally, Roth IAMS conducts client satisfaction surveys for our projects. We have internal KPIs that measure success by project manager. If successful, we would measure the customer satisfaction on projects secured through Sourcewell and can provide that data to Sourcewell as it becomes available.</p>
75	Describe the approach(es) used by your company to align recommendations with an owner's mission, values and goals.	<p>As outlined in our response to Question #7, Roth IAMS Asset Management philosophy begins with understanding our client's business objectives and processes. Whether we are providing a single service, or an integrated solution, we start by asking questions and understanding our client's overall goals for a specific project, but also as an organization overall. We try to frame our deliverables and processes so that they highlight how the in-scope assets support the overall success of an organization (e.g. enhance learning outcomes, higher rents, reduced patient stays, etc.).</p> <p>In our experience, the best project outcomes occur when an organization's strategic goals and vision can be reflected in the work that we do. To achieve this, we leverage our core value of Collaboration (This section was also presented in response to Question 41). Compared to our competitors, we engage our clients at a much higher rate, based on feedback we have received from many clients over the years. Many firms take an off-the-shelf approach to facility and infrastructure asset management (give us the keys and get out of our way).</p> <p>To accurately capture the required data for a client's assets, we engage with the knowledgeable staff from the client's organization during the process, beyond providing someone to open locked doors and escorting them through the facility. Although this does take more time for both our clients and our staff, in our experience, it results in a more useful end-product for the client.</p> <p>One of the greatest issues associated with facility and asset management today is that many organizations have staff that house tremendous knowledge of their buildings within their heads. As those experienced staff prepare to retire, the organizations face a tremendous risk if that unique knowledge walks out the door with them leaving.</p> <p>Throughout our project methodology we focus on collaborating with our clients to provide as much opportunity as possible to extract that institutional knowledge from the minds of our client's staff. This collaboration informs and supports the FCA/clients, which in turn provides a more solid foundation for an on-going asset management program.</p> <p>We exhibit the collaborative approach through:</p> <ul style="list-style-type: none"> <li>• Face-to-Face project Kick-Off Meeting;</li> <li>• Completion of a pilot-level program followed by a client review and debrief;</li> <li>• Interviews with knowledgeable building and facility staff;</li> <li>• Engaging our site escorts throughout the site visit; and</li> <li>• Integration of client-provided comments and feedback throughout the project.</li> </ul>

76

Describe your processes or strategies for communications with an owner at applicable project milestones or events.

Once again, Roth IAMS core value of collaboration drives our project communications. Our standard approach, that is tailored based on project specifics includes the following steps.

#### PROJECT KICK-OFF

We recommend that an in-person project kick-off meeting be scheduled with key client stakeholders as well as our Project Manager at the outset of the project. The purpose of this meeting will be for all the stakeholders to meet face-to-face; to outline the client's detailed objectives for the project; and ensure an understanding of the steps that will be part of project execution.

#### COLLABORATION

One of the founding principles of Roth IAMS is Collaboration. To accurately capture the data for client's assets, we engage with the knowledgeable staff from the client's organization during the process, beyond providing someone to open locked doors and escorting them through the facility. Although this does take more time for both our clients and our staff, in our experience, it results in a more useful end-product for the client.

One of the greatest issues associated with facility and asset management today is that many organizations have staff that house tremendous knowledge of their buildings within their heads. As those experienced staff prepare to retire, the organizations face a tremendous risk if that unique knowledge walks out the door with them leaving.

Throughout our project methodology we focus on collaborating with our clients to provide as much opportunity as possible to extract that institutional knowledge from the minds of our client's staff. This collaboration informs and supports the clients, which in turn provide a more solid foundation for an on-going asset management program.

We exhibit the collaborative approach through:

- Face-to-Face project Kick-Off Meeting;
- Completion of a pilot-level program followed by a client review and debrief;
- Interviews with knowledgeable building and facility staff;
- Engaging our site escorts throughout the site visit; and
- Integration of client-provided comments and feedback throughout the project.

#### CONTACT INFORMATION

Roth IAMS prepares a Project Team Contact sheet for distribution to each client as well as the Site Assessment team which will include cell phone numbers and email addresses for appropriate project team members (Roth IAMS staff and clients).

#### DETAILED SCHEDULE

Often times during the development of a proposal, an initial high-level schedule is developed and provided at the proposal stage, prior to us being able to fully engage a client. However, with the Sourcewell partnership, we are hopeful that we will be able to have more engagement with our clients early on and can therefore provide a detailed schedule earlier in the process. \*

Our standard approach generally requires that following our Kick-Off Meeting, Roth IAMS will provide a detailed project schedule (GANTT chart for more complex projects) to ensure that all specific site limitations and concerns have been considered. We work in close collaboration with the client Project Manager to develop a schedule that is conducive to the client in terms of capability and capacity to support our assessment teams.

The detailed schedule and contact sheet can be used to help inform client staff when their involvement will be required.

#### FILE SHARING

Roth IAMS will create a project or client specific Sharepoint Folder for the sharing of documentation from the client as well as for transferring Draft and Final deliverables. A file structure will be established at the outset of the project that will ensure ease of file sharing between our teams.

Additionally, for more collaborative documents such as Asset Management Plans or Capital Plans, both Roth IAMS and Client staff can actively work on shared documents as opposed to having to email control copies back and forth, thereby making projects more efficient and reducing the risk of errors resulting from version control.

#### REGULAR PROJECT UPDATE CALLS

Depending on the duration and complexity of a project, Roth IAMS will develop a schedule for Regular Project Update Calls. Typically calls are more frequent early in a project (sometimes weekly) to allow the team to start strong. As the project progresses, we can settle into a more regular touch-base schedule (typically monthly).

Roth IAMS uses a wide variety of tools to facilitate these update calls. For clients that are proximate to project staff, our preference is always in-person. However, as this is not always possible, Roth IAMS uses a wide range of on-line video meeting tools such as Teams, GoToMeeting and Zoom. This allows for project stakeholders to "see" our team even if it is virtually.

For clients with poor internet, we can also use traditional dial-in call for meetings as well. Although this is becoming far less frequent these days.

#### WRAP-UP/REPORT OUT MEETING

At the end of each phase, Roth IAMS will conduct a wrap-up meeting with the client to review the previous phase's work (for multiyear or multi-phase projects) and develop any revisions to the standards and/or scope of work (e.g. inflation of costing, revisions to standard wording, etc.) that will impact future phases.

Following the completion and acceptance of the final reports, Roth IAMS schedules a meeting with key client stakeholders to review the project, discuss any items that should be considered during future related work and share lessons learned.

77	Describe the approach(es) or method(s) used by your company to develop project prioritization recommendations.	<p>There are two types of prioritization where we collaborate with our clients regularly. The first is deciding which projects to undertake to support the development of their asset management plan/program. The second is to help prioritize the capital and maintenance projects that the client implements as part of an AM plan/program.</p> <p>PICKING WHAT AM PROJECTS TO DO</p> <p>Roth IAMS has developed the Integrated Asset Management Workflow, that is informed by the Integrated Asset Management Framework (based on our AM Philosophy) that allows us to assess and determine where a client is along the cycle. A copy of the Workflow and the Framework has been uploaded as an Attachment.</p> <p>Where a client's Asset Management program fits on the IAM workflow will generally inform us on where we recommend a client focus initially. For clients that do not have a robust dataset for their existing assets, we will typically use our Hierarchy of Facility Asset Data (a copy of which has been uploaded as an attachment) to help a client determine where their greatest data needs are (often asset inventory and condition).</p> <p>For clients that have a usable dataset, we may focus on leveraging the data to develop a multiyear capital plan.</p> <p>For those that are further along their AM journey, we may focus on a detailed Asset Management Plan to bring all of the various aspects of Capital, Operations and Maintenance Management together into an integrated package.</p> <p>PICKING WHAT CAPITAL PROJECTS TO INCLUDE IN A CAPITAL RENEWAL AND MAINTENANCE PLAN.</p> <p>This content was also included in response 37.</p> <p>Roth IAMS does not recommend categorical prioritization (e.g. High, Medium, Low) as it does not provide sufficient support for on-going asset management (Which High Priority Project is a Higher Priority?).</p> <p>As such, to assist our clients in selecting specific renewal needs to implement as projects or programs. Roth IAMS facilitates the development of a Multivariable Prioritization (MVP) calculation that will provide a specific numerical priority ranking for each recommended study, repair or replacement recommendation. The development of the prioritization algorithm is a collaborative effort between Roth IAMS and our client's staff from across the organization. Roth IAMS meets with key client stakeholders for a working session to discuss the priority categories, scoring and weighting.</p> <p>Roth IAMS develops a priority matrix that will be submitted to the client for review and comment. Upon approval of the matrix, Roth IAMS develops priority scores for each capital renewal recommendation being considered as part of a capital planning process. The MVP becomes a critical decision-support tool. A sample MVP has been included as an attachment to this proposal.</p>
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78	Describe your offerings in terms of addressing an owner's sustainability goals or targets .	<p>Our company focus is on completing portfolio condition assessments and asset management planning. Our core business is focused on working with our clients to help plan future improvements to buildings so that they can provide a healthy environment for the occupants. We are proponents of managing, maintaining and improving what we have, to limit the need to build new. Often new buildings are constructed and result in others sitting idle and empty.</p> <p><b>MANAGING TRAVEL AND MOBILIZATION</b></p> <p>We work on portfolios across Canada/US which means staff often need to travel to sites. We work with our clients to plan travel loops that enable the assessment of multiple buildings within a single mobilization thereby reducing mobilization costs and the associated environmental impacts.</p> <p>Where possible Roth IAMS employees can work from home reducing congestion on our highways and reducing CO2.</p> <p>We avoid unnecessary travel through team meetings, on-line meetings, telephone and email.</p> <p><b>PAPERLESS OFFICE</b></p> <p>As an internal sustainability initiative, Roth IAMS has been working towards a paperless office. Unless specifically requested by our clients we do not provide printed hard copies of reports. We conduct our peer reviews electronically. We have moved towards using iPads and tablets for site reviews to gather information and mark up drawings on site. All office paper and stationery purchased is FSC Certified, where applicable.</p> <p><b>RECYCLING AND COMPOSTING</b></p> <p>Roth IAMSs corporate office has paper, plastic and cardboard recycling programs setup in-suite. Additionally, through our Property Manager, used printer toner, battery and electronic equipment is recycled within the building.</p> <p>Organic waste is composed through the building's composting program.</p> <p><b>WASTE REDUCTION</b></p> <p>Roth IAMS provides staff with reusable cups, glasses, china and flatware in our kitchen to reduce the usage and disposal of paper/plastic alternatives.</p> <p><b>RE-USE AND SOCIAL RESPONSIBILITY</b></p> <p>Roth IAMS gives back to the community by supporting annual clothing drives, food drives and holiday gift donation programs run within our office building and communities.</p> <p><b>ENERGY REDUCTION</b></p> <p>Roth IAMS views Energy Management as a critical aspect to the core services we deliver. As such, we believe that Energy Assessment information should be easily integrated with other facility data such as condition information. This allows for more streamlined decision making when balancing renewal and efficiency needs with limited capital budgets.</p> <p>Following the frameworks provided by ASHRAE, Roth IAMS has tailored the Energy Assessment to align with our client's business objectives. For example, some clients are looking to maximize their return-on-investment when making energy upgrade decisions, while others are more concerned with Greenhouse Gas Reduction. The two scenarios are not always mutually exclusive. Hence in applying engineering first principals, Roth IAMS aligns with the client's objectives, and views energy savings through the lens of capital renewal needs. In other words, Roth IAMS provides energy management scenarios that work for our clients.</p>
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**Table 16: Exceptions to Terms, Conditions, or Specifications Form**

**Line Item 79. NOTICE:** To identify any exception, or to request any modification, to the Sourcewell template Contract terms, conditions, or specifications, a Proposer must submit the exception or requested modification on the **Exceptions to Terms, Conditions, or Specifications Form** immediately below. The contract section, the specific text addressed by the exception or requested modification, and the proposed modification must be identified in detail. Proposer's exceptions and proposed modifications are subject to review and approval of Sourcewell and will not automatically be included in the contract.

Contract Section	Term, Condition, or Specification	Exception or Proposed Modification
None Requested	None Requested	None Requested



## Proposer's Affidavit

### PROPOSER AFFIDAVIT AND ASSURANCE OF COMPLIANCE

I certify that I am the authorized representative of the Proposer submitting the foregoing Proposal with the legal authority to bind the Proposer to this Affidavit and Assurance of Compliance:

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.
2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for contract award.
3. The Proposer, including any person assisting with the creation of this Proposal, has arrived at this Proposal independently and the Proposal has been created without colluding with any other person, company, or parties that have or will submit a proposal under this solicitation; and the Proposal has in all respects been created fairly without any fraud or dishonesty. The Proposer has not directly or indirectly entered into any agreement or arrangement with any person or business in an effort to influence any part of this solicitation or operations of a resulting contract; and the Proposer has not taken any action in restraint of free trade or competitiveness in connection with this solicitation. Additionally, if Proposer has worked with a consultant on the Proposal, the consultant (an individual or a company) has not assisted any other entity that has submitted or will submit a proposal for this solicitation.
4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest exists when a vendor has an unfair competitive advantage or the vendor's objectivity in performing the contract is, or might be, impaired.
5. The contents of the Proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or legally authorized agent of the Proposer and will not be communicated to any such persons prior to Due Date of this solicitation.
6. If awarded a contract, the Proposer will provide to Sourcewell Participating Entities the equipment, products, and services in accordance with the terms, conditions, and scope of a resulting contract.
7. The Proposer possesses, or will possess before delivering any equipment, products, or services, all applicable licenses or certifications necessary to deliver such equipment, products, or services under any resulting contract.
8. The Proposer agrees to deliver equipment, products, and services through valid contracts, purchase orders, or means that are acceptable to Sourcewell Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to Sourcewell Members under an awarded Contract.
9. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
10. The Proposer understands that Sourcewell will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statutes Section 13.591, subdivision 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals become public data. Minnesota Statutes Section 13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
11. Proposer its employees, agents, and subcontractors are not:
  - a. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>;
  - b. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or

- c. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - William (Bill) Roth, President, Roth IAMS

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the bid.

Yes  No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
<b>Addendum_6_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Fri January 29 2021 07:52 AM	<input checked="" type="checkbox"/>	2
<b>Addendum_5_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Wed January 27 2021 03:08 PM	<input checked="" type="checkbox"/>	1
<b>Addendum_4_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Mon January 25 2021 08:08 AM	<input checked="" type="checkbox"/>	2
<b>Addendum_3_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Mon January 4 2021 04:26 PM	<input checked="" type="checkbox"/>	1
<b>Addendum_2_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Mon January 4 2021 10:44 AM	<input checked="" type="checkbox"/>	1
<b>Addendum_1_Facility_Assessment_and_Planning_with_Related_Services_RFP_020421</b> Wed December 23 2020 09:44 AM	<input checked="" type="checkbox"/>	1