

**MASTER AGREEMENT #071624****CATEGORY: Energy Savings Performance Contracting with Related Services****SUPPLIER: Johnson Controls, Inc.**

This Master Agreement (Agreement) is between Sourcewell, a Minnesota service cooperative located at 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Johnson Controls Inc., 5757 North Green Bay Avenue, Milwaukee, WI 53209 (Supplier).

Sourcewell is a local government and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) offering a Cooperative Purchasing Program to eligible participating government entities.

Under this Master Agreement entered with Sourcewell, Supplier will provide Included Solutions to Participating Entities through Sourcewell's Cooperative Purchasing Program.

**Article 1:
General Terms**

The General Terms in this Article 1 control the operation of this Master Agreement between Sourcewell and Supplier and apply to all transactions entered by Supplier and Participating Entities. Subsequent Articles to this Master Agreement control the rights and obligations directly between Sourcewell and Supplier (Article 2), and between Supplier and Participating Entity (Article 3), respectively. These Article 1 General Terms control over any conflicting terms. Where this Master Agreement is silent on any subject, Participating Entity and Supplier retain the ability to negotiate mutually acceptable terms.

- 1) **Purpose.** Pursuant to Minnesota law, the Sourcewell Board of Directors has authorized a Cooperative Purchasing Program designed to provide Participating Entities with access to competitively awarded cooperative purchasing agreements. To facilitate the Program, Sourcewell has awarded Supplier this cooperative purchasing Master Agreement following a competitive procurement process intended to meet compliance standards in accordance with Minnesota law and the requirements contained herein.
- 2) **Intent.** The intent of this Master Agreement is to define the roles of Sourcewell, Supplier, and Participating Entity as it relates to Sourcewell's Cooperative Purchasing Program.
- 3) **Participating Entity Access.** Sourcewell's Cooperative Purchasing Program Master Agreements are available to eligible public agencies (Participating Entities). A Participating Entity's authority to access Sourcewell's Cooperative Purchasing Program is determined through the laws of its respective jurisdiction.
- 4) **Supplier Access.** The Included Solutions offered under this Agreement may be made available to any Participating Entity. Supplier understands that a Participating Entity's use of this Agreement is at the Participating Entity's sole convenience. Supplier will educate its sales and service forces about Sourcewell eligibility requirements and required documentation. Supplier will be responsible for ensuring sales are with Participating Entities.

- 5) **Term.** This Agreement is effective upon the date of the final signature below. The term of this Agreement is four (4) years from the effective date. The Agreement expires at 11:59 P.M. Central Time on September 25, 2028, unless it is cancelled or extended as defined in this Agreement.
- a) **Extensions.** Sourcewell and Supplier may agree to up to three (3) additional one-year extensions beyond the original four-year term. The total possible length of this Agreement will be seven (7) years from the effective date.
- b) **Exceptional Circumstances.** Sourcewell retains the right to consider additional extensions as required under exceptional circumstances.
- 6) **Survival of Terms.** Notwithstanding the termination of this Agreement, the obligations of this Agreement will continue through the performance period of any transaction entered between Supplier and any Participating Entity before the termination date.
- 7) **Scope.** Supplier is awarded a Master Agreement to provide the solutions identified in RFP #071624 to Participating Entities. In Scope solutions include:
- a. Technical Energy Audit and Project Proposal Phase
- i. Development of a contract for the Technical Energy Audit with the selected Contractor.
 - ii. Conducting an investment-grade audit to identify and evaluate cost-saving measures.
 - iii. Defining the proposed project scope, cost, savings, and cash-flow over the proposed financing term.
 - iv. Preparation of a project proposal that presents aggregated measures which can be financed through guaranteed savings.
- b. Implementation/Commissioning and Financing Phase
- i. Negotiation of an Energy Performance Contract post-audit, establishing the project scope and costs.
 - ii. Provision for implementation and follow-up services to be provided during the financing term.
 - iii. Development of a separate financing agreement.
- c. Post-implementation Guarantee/Monitoring Phase
- i. Provision of a variety of services by the Contractor after implementation to ensure savings are met.
 - ii. Offering a savings guarantee.
 - iii. Providing staff training.
 - iv. Conducting follow-up monitoring.
 - v. Maintenance of the contract through various support services.
- 8) **Included Solutions.** Supplier's Proposal to the above referenced RFP is incorporated into this Master Agreement. Only those Solutions included within Supplier's Proposal and within Scope (Included Solutions) are included within the Agreement and may be offered to Participating Entities.

- 9) **Indefinite Quantity.** This Master Agreement defines an indefinite quantity of sales to eligible Participating Entities.
- 10) **Pricing.** Pricing information (including Pricing and Delivery and Pricing Offered tables) for all Included Solutions within Supplier's Proposal is incorporated into this Master Agreement.
- 11) **Not to Exceed Pricing.** Suppliers may not exceed the prices listed in the current Pricing List on file with Sourcwell when offering Included Solutions to Participating Entities. Participating Entities may request adjustments to pricing directly from Supplier during the negotiation and execution of any transaction.
- 12) **Open Market.** Supplier's open market pricing process is included within its Proposal.
- 13) Supplier Representations:**
- i) **Compliance.** Supplier represents and warrants it will provide all Included Solutions under this Agreement in full compliance with applicable federal, state, and local laws and regulations.
 - ii) **Licenses.** As applicable, Supplier will maintain a valid status on all required federal, state, and local licenses, bonds, and permits required for the operation of Supplier's business with Participating Entities. Participating Entities may request all relevant documentation directly from Supplier.
 - iii) **Supplier Warrants.** Supplier warrants that all Included Solutions furnished under this Agreement are free from liens and encumbrances, and are free from defects in design, materials, and workmanship. In addition, Supplier warrants the Solutions are suitable for and will perform in accordance with the ordinary use for which they are intended.
- 14) **Bankruptcy Notices.** Supplier certifies and warrants it is not currently in a bankruptcy proceeding. Supplier has disclosed all current and completed bankruptcy proceedings within the past seven years within its Proposal. Supplier must provide notice in writing to Sourcwell if it enters a bankruptcy proceeding at any time during the term of this Agreement.
- 15) **Debarment and Suspension.** Supplier 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 any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Agreement. Supplier further warrants that it will provide immediate written notice to Sourcwell if this certification changes at any time during the term of this Agreement.
- 16) **Provisions for non-United States federal entity procurements under United States federal awards or other awards (Appendix II to 2 C.F.R § 200).** Participating Entities that use United States federal grant or other federal funding to purchase solutions from this Agreement 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 have additional requirements based on specific funding source terms or conditions. Within this Section, all references to “federal” should be interpreted to mean the United States federal government. The following list applies when a Participating Entity accesses Supplier’s Included Solutions with United States federal funds.

- i) **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all agreements 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.
- ii) **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. Supplier must comply with all applicable Davis-Bacon Act provisions.
- iii) **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, 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 Agreement. Supplier certifies that during the term of an award for all Agreements by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

iv) **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. Supplier certifies that during the term of an award for all Agreements by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

v) **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). Supplier certifies that during the term of this Agreement it will comply with applicable requirements as referenced above.

vi) **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. Supplier 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.

vii) **BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352).** Suppliers must file any required certifications. Suppliers 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. Suppliers 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. Suppliers must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

- viii) **RECORD RETENTION REQUIREMENTS.** To the extent applicable, Supplier must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Supplier 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.
- ix) **ENERGY POLICY AND CONSERVATION ACT COMPLIANCE.** To the extent applicable, Supplier 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.
- x) **BUY AMERICAN PROVISIONS COMPLIANCE.** To the extent applicable, Supplier 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.
- xi) **ACCESS TO RECORDS (2 C.F.R. § 200.336).** Supplier agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Supplier that are directly pertinent to Supplier's discharge of its obligations under this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Supplier's personnel for the purpose of interview and discussion relating to such documents.
- xii) **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.
- xiii) **FEDERAL SEAL(S), LOGOS, AND FLAGS.** The Supplier cannot use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.
- xiv) **NO OBLIGATION BY FEDERAL GOVERNMENT.** The U.S. federal government is not a party to this Agreement or any purchase by a Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Agreement or any purchase by an authorized user.
- xv) **PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS.** The Contractor acknowledges that 31 U.S.C. § 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Agreement or any purchase by a Participating Entity.

xvi) **FEDERAL DEBT.** The Supplier certifies that it is non-delinquent in its repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowance, and benefit overpayments.

xvii) **CONFLICTS OF INTEREST.** The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Agreement or any aspect related to the anticipated work under this Agreement raises an actual or potential conflict of interest (as described in 2 C.F.R. Part 200). The Supplier must explain the actual or potential conflict in writing in sufficient detail so that the U.S. Office of General Services, Sourcewell, and Participating Entity are able to assess the actual or potential conflict; and provide any additional information as necessary or requested.

xviii) **U.S. EXECUTIVE ORDER 13224.** The Supplier, and its subcontractors, must comply with U.S. Executive Order 13224 and U.S. Laws that prohibit transactions with and provision of resources and support to individuals and organizations associated with terrorism.

xix) **PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT.** To the extent applicable, Supplier certifies that during the term of this Agreement it will comply with applicable requirements of 2 C.F.R. § 200.216.

xx) **DOMESTIC PREFERENCES FOR PROCUREMENTS.** To the extent applicable, Supplier certifies that during the term of this Agreement, Supplier will comply with applicable requirements of 2 C.F.R. § 200.322.

Article 2: Sourcewell and Supplier Obligations

The Terms in this Article 2 relate specifically to Sourcewell and its administration of this Master Agreement with Supplier and Supplier's obligations thereunder.

- 1) **Authorized Sellers.** Supplier must provide Sourcewell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers which may complete transactions of Included Solutions offered under this Agreement. Sourcewell may request updated information in its discretion, and Supplier agrees to provide requested information within a reasonable time.
- 2) **Product and Price Changes Requirements.** Supplier may request Included Solutions changes, additions, or deletions at any time. All requests must be made in writing by submitting a Sourcewell Price and Product Change Request Form to Sourcewell. At a minimum, the request must:
 - Identify the applicable Sourcewell Agreement number;
 - Clearly specify the requested change;
 - Provide sufficient detail to justify the requested change;
 - Individually list all Included Solutions affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
 - Include a complete restatement of Pricing List with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Included Solutions offered, even for those items where pricing remains unchanged.

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

- 3) **Authorized Representative.** Supplier will assign an Authorized Representative to Sourcewell for this Agreement and must provide prompt notice to Sourcewell if that person is changed. The Authorized Representative will be responsible for:
- Maintenance and management of this Agreement;
 - Timely response to all Sourcewell and Participating Entity inquiries; and
 - Participation in reviews with Sourcewell.

Sourcewell's Authorized Representative is its Chief Procurement Officer.

- 4) **Performance Reviews.** Supplier will perform a minimum of one review with Sourcewell per agreement year. The review will cover transactions to Participating Entities, pricing and terms, administrative fees, sales data reports, performance issues, supply chain issues, customer issues, and any other necessary information.
- 5) **Sales Reporting Required.** Supplier is required as a material element to this Master Agreement to report all completed transactions with Participating Entities utilizing this Agreement. Failure to provide complete and accurate reports as defined herein will be a material breach of the Agreement and Sourcewell reserves the right to pursue all remedies available at law including cancellation of this Agreement.
- 6) **Reporting Requirements.** Supplier must provide Sourcewell an activity report of all transactions completed utilizing this Agreement. Reports are due at least once each calendar quarter (Reporting Period). Reports must be received no later than 45 calendar days after the end of each calendar quarter. Supplier may report on a more frequent basis in its discretion. Reports must be provided regardless of the amount of completed transactions during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

The Report must contain the following fields:

- Participating Entity Name (e.g., City of Staples Highway Department);
- Participating Entity Physical Street Address;
- Participating Entity City;
- Participating Entity State/Province;
- Participating Entity Zip/Postal Code;
- Sourcewell Participating Entity Account Number;
- Transaction Description;
- Transaction Purchased Price;
- Sourcewell Administrative Fee Applied; and
- Date Transaction was invoiced/sale was recognized as revenue by Supplier.

If collected by Supplier, the Report may include the following fields as available:

- Participating Entity Contact Name;
- Participating Entity Contact Email Address;
- Participating Entity Contact Telephone Number;

- 7) **Administrative Fee.** In consideration for the support and services provided by Sourcewell, Supplier will pay an Administrative Fee to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. Supplier will include its Administrative Fee within its proposed pricing. Supplier may not directly charge Participating Entities to offset the Administrative Fee.
- 8) **Fee Calculation.** Supplier's Administrative Fee payable to Sourcewell will be calculated as a stated percentage (listed in Supplier's Proposal) of all completed transactions utilizing this Master Agreement within the preceding Reporting Period. For certain categories, a flat fee may be proposed. The Administrative Fee will be stated in Supplier's Proposal.
- 9) **Fee Remittance.** Supplier will remit fee to Sourcewell no later than 45 calendar days after the close of the preceding calendar quarter in conjunction with Supplier's Reporting Period obligations defined herein. Payments should note the Supplier's name and Sourcewell-assigned Agreement number in the memo; and must be either mailed to Sourcewell above "Attn: Accounts Receivable" or remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions.
- 10) **Noncompliance.** Sourcewell reserves the right to seek all remedies available at law for unpaid or underpaid Administrative Fees due under this Agreement. Failure to remit payment, delinquent payments, underpayments, or other deviations from the requirements of this Agreement may be deemed a material breach and may result in cancellation of this Agreement and disbarment from future Agreements.
- 11) **Audit Requirements.** Pursuant to Minn. Stat. § 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell and the Minnesota State Auditor for a minimum of six years from the end of this Agreement. Supplier agrees to fully cooperate with Sourcewell in auditing transactions under this Agreement to ensure compliance with pricing terms, correct calculation and remittance of Administrative Fees, and verification of transactions as may be requested by a Participating Entity or Sourcewell.
- 12) **Assignment, Transfer, and Administrative Changes.** Supplier may not assign or otherwise transfer its rights or obligations under this Agreement without the prior written consent of Sourcewell. Such consent will not be unreasonably withheld. Sourcewell reserves the right to unilaterally assign all or portions of this Agreement within its sole discretion to address corporate restructurings, mergers, acquisitions, or other changes to the Responsible Party and named in the Agreement. Any prohibited assignment is invalid. Upon request Sourcewell may make administrative changes to agreement documentation such as name changes, address changes, and other non-material updates as determined within its sole discretion.
- 13) **Amendments.** Any material change to this Agreement must be executed in writing through an amendment and will not be effective until it has been duly executed by the parties.
- 14) **Waiver.** Failure by Sourcewell to enforce any right under this Agreement will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right.

- 15) **Complete Agreement.** This Agreement represents the complete agreement between the parties for the scope as defined herein. Supplier and Sourcewell may enter into separate written agreements relating specifically to transactions outside of the scope of this Agreement.
- 16) **Relationship of Sourcewell and Supplier.** This Agreement does not create a partnership, joint venture, or any other relationship such as employee, independent contractor, master-servant, or principal-agent.
- 17) **Indemnification.** Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Agreement by the Supplier or its agents or employees, to the extent resulting from the negligence or willful misconduct of Supplier; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in design, condition, or performance of Included Solutions under this Agreement. Supplier will not be liable for indirect or consequential damages. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law. Supplier's liability to Sourcewell arising out of this Agreement, with the exception of Administrative Fees and its indemnification obligations under this Section, shall not exceed \$1,000,000 USD. Nothing in this Agreement will limit or exclude Supplier's liability for: (1) death or personal injury; (2) fraud or fraudulent misrepresentation; and (3) any other liability which cannot be limited or excluded by applicable law.
- 18) **Data Practices.** Supplier and Sourcewell acknowledge Sourcewell is subject to the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13. As it applies to all data created and maintained in performance of this Agreement, Supplier may be subject to the requirements of this chapter.
- 19) **Grant of License.**
- a) **During the term of this Agreement:**
 - i) **Supplier Promotion.** Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising, promotional materials, and informational sites for the purpose of marketing Sourcewell's Agreement with Supplier.
 - ii) **Sourcewell Promotion.** Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising, promotional materials, and informational sites for the purpose of marketing Supplier's Agreement with Sourcewell.
 - b) **Limited Right of Sublicense.** The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers, resellers, marketing representatives, partners, or agents (collectively "Permitted Sublicensees") in advertising, promotional, or informational materials for the purpose of marketing the Parties' relationship. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this section by any of their respective sublicensees.
 - c) **Use; Quality Control.**

- i) Neither party may alter the other party's trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.
 - ii) 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. Each party may make written notice to the other regarding misuse under this section. The offending party will have 30 days of the date of the written notice to cure the issue or the license/sublicense will be terminated.
 - d) **Termination.** Upon the termination of this Agreement 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 suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell's written directions.
- 20) **Venue and Governing law between Sourcewell and Supplier Only.** The substantive and procedural laws of the State of Minnesota will govern this Agreement between Sourcewell and Supplier. Venue for all legal proceedings arising out of this Agreement between Sourcewell and Supplier will be in court of competent jurisdiction within the State of Minnesota. This section does not apply to any dispute between Supplier and Participating Entity. This Agreement reserves the right for Supplier and Participating Entity to negotiate this term to within any transaction documents.
- 21) **Severability.** If any provision of this Agreement is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Agreement is capable of being performed, it will not be affected by such determination or finding and must be fully performed.
- 22) **Insurance Coverage.** At its own expense, Supplier must maintain valid insurance policy(ies) during the performance of this Agreement 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:
- a) **Commercial General Liability Insurance.** Supplier 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 Agreement.
 - \$1,500,000 each occurrence Bodily Injury and Property Damage
 - \$1,500,000 Personal and Advertising Injury
 - \$2,000,000 aggregate for products liability-completed operations
 - \$2,000,000 general aggregate
 - b) **Certificates of Insurance.** Prior to execution of this Agreement, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this

Agreement. 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 provided to in an alternative manner as directed by Sourcewell. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf. Failure of Supplier to maintain the required insurance and documentation may constitute a material breach.

- c) **Additional Insured Endorsement and Primary and Non-contributory Insurance Clause.** Supplier agrees to list Sourcewell, including its officers, agents, and employees, as an additional insured under the Supplier's commercial general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Supplier, and products and completed operations of Supplier. 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.** Supplier 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 Agreement or other insurance applicable to the Supplier 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 Supplier or its subcontractors. Where permitted by law, Supplier 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 Agreement can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

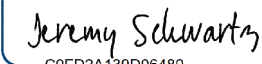
- 23) **Termination for Convenience.** Sourcewell or Supplier may terminate this Agreement upon 60 calendar days' written notice to the other Party. Termination pursuant to this section will not relieve the Supplier's obligations under this Agreement for any transactions entered with Participating Entities through the date of termination, including reporting and payment of applicable Administrative Fees.
- 24) **Termination for Cause.** Sourcewell may terminate this Agreement upon providing written notice of material breach to Supplier. Notice must describe the breach in reasonable detail and state the intent to terminate the Agreement. Upon receipt of Notice, the Supplier will have 30 calendar days in which it must cure the breach. Termination pursuant to this section will not relieve the Supplier's obligations under this Agreement for any transactions entered with Participating Entities through the date of termination, including reporting and payment of applicable Administrative Fees.

Article 3: Supplier Obligations to Participating Entities

The Terms in this Article 3 relate specifically to Supplier and a Participating Entity when entering transactions utilizing the General Terms established in this Master Agreement. Article 1 General Terms control over any conflict with this Article 3. Where this Master Agreement is silent on any subject, Participating Entity and Supplier retain the ability to negotiate mutually acceptable terms.

- 1) **Quotes to Participating Entities.** Suppliers are encouraged to provide all pricing information regarding the total cost of acquisition when quoting to a Participating Entity. Suppliers and Participating Entities are encouraged to include all cost specifically associated with or included within the Suppliers proposal and Included Solutions within transaction documents.
- 2) **Shipping, Delivery, Acceptance, Rejection, and Warranty.** Supplier's proposal may include proposed terms relating to shipping, delivery, inspection, and acceptance/rejection and other relevant terms of tendered Solutions. Supplier and Participating Entity may negotiate final terms appropriate for the specific transaction relating to non-appropriation, shipping, delivery, inspection, acceptance/rejection of tendered Solutions, and warranty coverage for Included Solutions. Such terms may include, but are not limited to, costs, risk of loss, proper packaging, inspection rights and timelines, acceptance or rejection procedures, and remedies as mutually agreed include notice requirements, replacement, return or exchange procedures, and associated costs.
- 3) **Applicable Taxes.** Participating Entity is responsible for notifying supplier of its tax-exempt status and for providing Supplier with any valid tax-exemption certification(s) or related documentation.
- 4) **Ordering Process and Payment.** Supplier's ordering process and acceptable forms of payment are included within its Proposal. Participating Entities will be solely responsible for payment to Supplier and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.
- 5) **Transaction Documents.** Participating Entity may require the use of its own forms to complete transactions directly with Supplier utilizing the terms established in this Agreement. Supplier's standard form agreements may be offered as part of its Proposal. Supplier and Participating Entity may complete and document transactions utilizing any type of transaction documents as mutually agreed. In any transaction document entered utilizing this Agreement, Supplier and Participating Entity must include specific reference to this Master Agreement by number and to Participating Entity's unique Sourcewell account number.
- 6) **Additional Terms and Conditions Permitted.** Participating Entity and Supplier may negotiate and include additional terms and conditions within transaction documentation as mutually agreed. Such terms may supplant or supersede this Master Agreement when necessary and as solely determined by Participating Entity. Sourcewell has expressly reserved the right for Supplier and Participating Entity to address any necessary provisions within transaction documents not expressly included within this Master Agreement, including but not limited to transaction cancellation, dispute resolution, governing law and venue, non-appropriation, insurance, defense and indemnity, force majeure, and other material terms as mutually agreed.
- 7) **Subsequent Agreements and Survival.** Supplier and Participating Entity may enter into a separate agreement to facilitate long-term performance obligations utilizing the terms of this Master Agreement as mutually agreed. Such agreements may provide for a performance period extending beyond the full term of this Master Agreement as determined in the discretion of Participating Entity.
- 8) **Participating Addendums.** Supplier and Participating Entity may enter a Participating Addendum or similar document extending and supplementing the terms of this Master Agreement to facilitate adoption as may be required by a Participating Entity.

Sourcewell

Signed by:

By: C0FD2A139D06489...
Jeremy Schwartz
Title: Chief Procurement Officer

Date: 10/7/2024 | 10:39 AM CDT

Johnson Controls, Inc.

DocuSigned by:

By: 865BD98786F2426...
Maureen Blase
Title: VP/GM Sustainability Infrastructure
North America

Date: 10/7/2024 | 7:28 AM PDT

RFP 071624 - Energy Savings Performance Contracting with Related Services

Vendor Details

Company Name: Johnson Controls, Inc.
Address: 5757 N. Green Bay Ave
P.O. Box 591
Milwaukee, Wisconsin 53201
Contact: Tom Staves
Email: thomas.staves@jci.com
Phone: 443-676-8813
HST#: 39-0380010

Submission Details

Created On: Tuesday July 02, 2024 10:28:22
Submitted On: Tuesday July 16, 2024 14:17:18
Submitted By: Brett Herolt
Email: brett.a.herolt@jci.com
Transaction #: c6b2c182-53eb-4bf8-8eee-01f311d31777
Submitter's IP Address: 104.129.206.89

Specifications

Table 1: Proposer Qualifications

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

Line Item	Question	Response *
1	Provide the legal name of the Proposer authorized to submit this Proposal.	Johnson Controls, Inc.
2	In the event of award, is this entity the Responsible Supplier that will execute the master agreement with Sourcewell?	Yes
3	Identify all subsidiaries, D.B.A., authorized affiliates, and any other entity that will be responsible for offering and performing delivery of Solutions within this Proposal (i.e. Responsible Supplier(s) that will execute a master agreement with Sourcewell).	In the event of award, Johnson Controls, Inc. will execute the master agreement with Sourcewell and be the responsible supplier in the United States. In Canada, its affiliate Johnson Controls Canada LP will be the responsible for offering and performing delivery of Solutions within this Proposal. To the extent financed solutions are offered, Johnson Controls may facilitate use of financing partners or affiliates as desired by any participating entities.
4	Provide your CAGE code or Unique Entity Identifier (SAM):	CAGE code: 25244 CAGE UEI: Z2N8C3NL8FW5
5	Provide your NAICS code applicable to Solutions proposed.	NAICS Codes for Johnson Controls, Inc. BT&S Group 332911 Industrial Valve Manufacturing 336512 Automatic environmental control manufacturing for residential, commercial and appliance use 238210 Electrical Contractors 238220 Plumbing, Heating, HVAC NAICS Codes for Johnson Controls Fire Protection LP 238210 Fire sprinkler system installation 334290 Fire detection and alarm systems manufacturing (For use only by Westminster, MA) 423990 Fire extinguisher sales combined with rental and/or service 561621 Fire alarm sales combined with installation, repair, or monitoring services; Security alarm systems sales combined with installation, repair, or monitoring services NAICS Codes for Johnson Controls Security Solutions LLC 561621 Security Alarms Systems (sales, installation, monitoring, maintenance)
6	Proposer Physical Address:	Johnson Controls, Inc. is headquartered at 5757 North Green Bay Avenue. Milwaukee, WI 53209 Sourcewell members can ensure their project will produce significant energy savings and the highest return on investment by selecting Johnson Controls, a company with over 140-years of extensive experience providing efficiencies and environmental solutions across a variety of market verticals through a nationwide branch network that ensures expert certified local service in every market in North America. Operating from 160 branch offices in North America, we are prepared to serve all Sourcewell members participating in Sourcewell's Energy Savings Performance Contracting (ESPC) program regardless of location. In addition, we maintain 92 distribution and warehouse facilities throughout North America to ensure on-time delivery of critical solution components.
7	Proposer website address (or addresses):	www.johnsoncontrols.com
8	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):	Name: Maureen Blase Title: VP/GM Sustainability Infrastructure, North America Address: 3021 W. Bend Drive, Irving, TX 75063-3116 Email Address: Maureen.g.blase@jci.com W: (972) 868-3601 M: (214) 208-1832
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Name: Mary B. Alexander Title: Sustainable Infrastructure Cooperative Contract Manager Address: 12000 W. Wirth Street, #102 Milwaukee, WI 53222 Email Address: mary.alexander@jci.com M: (262) 226-9808
10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Name: Thomas Staves Title: Sales Manager, Cooperative Contracts Address: 705 Digital Drive, Linthicum, MD 21090 Email Address: thomas.staves@jci.com M: (443) 676-8813
11	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity as an energy service company (ESCO).	Company History In 1885, long before anyone talked about carbon footprints or climate change, Warren Johnson launched a company to explore new ways to harness and conserve precious energy resources. He started the Johnson Electric Service Company which was incorporated in the State of Wisconsin on July 31, 1900. In doing so, he created a culture of customer-focused innovation – a tradition that has inspired thousands of employees for nearly 140 years and led to Johnson Controls becoming a world leader in creating smart, healthy, safe and sustainable buildings. In Canada, we have been incorporated in the Province of Ontario since 1912. We have 13 branch offices and 65 local satellite offices located throughout Canada covering every province. Our roots grow deep in the energy efficiency business. Prior to founding our company, Johnson was a professor at the State Normal School in Whitewater, Wisconsin. This experience led him to develop his electric tele-thermoscope in classrooms to keep students more comfortable — and end hourly interruptions from the janitor checking the room temperature. In 1883, Johnson received a patent for the first electric room thermostat. His invention launched the building controls industry and earned him a recent induction into the National Inventors Hall of Fame. That passion continues today as Johnson Controls has patented over 14,642 products to offer the world's largest portfolio of building technology, software and services. Our history now includes being on the forefront of environmental responsibility and

fighting climate change. We've built our company's beginning and we've made buildings better. Now, we're transforming them again with our award-winning digital technologies and services. We're using artificial intelligence and data driven solutions to give people deeper insight into building's health, sustainability and performance. Our current Chairman and CEO, George Oliver signed the Amazon and Global Optimism Climate Pledge to aggressively address carbon emissions by reaching NetZero 10 years earlier than the Paris Climate Agreement and we are well on our way to making that a reality. George also chairs the Business Roundtable Energy and Environmental Committee and advises the United States President and cabinet on climate change solutions.

Our history includes being one of the pioneers of performance contracting. We established the concept of performance-based contracting in energy conservation for institutional, public, commercial, and industrial. We then perfected the energy performance-based contracting concept over the next decade, and it became an official line of business for Johnson Controls in 1983. Since then, we have implemented more than 3,500 energy performance contracting projects. This track record is your assurance that Johnson Controls plans, develops, and implements realistic energy efficiency projects that achieve the expected results.

Johnson Controls has an unparalleled record in delivering successful guaranteed energy savings programs to all types of facilities. Throughout our 41-year history in performance contracting, we have guaranteed more than \$17.6 billion in energy and operational savings for our clients. Currently, Johnson Controls has 378 active performance contracting projects in North America and has recorded that are guaranteed to save more than \$7.03 billion in energy and operational savings over their project terms. In addition, Johnson Controls has generated \$1.69B in total ESPC sales over the past three years.

Johnson Controls' Sustainable Infrastructure team partners with customers to improve the performance of their infrastructure and buildings, so the people within can achieve more. We do this through various improvements, including lighting, solar, geothermal, potable water metering, advanced water infrastructure, central utility plants, energy efficiency, renewable energy, storage and distribution, upgrades to HVAC, controls, automation, and much more. We enable infrastructure improvements through various funding mechanisms including, but not limited to, ESPC, Infrastructure as a Service (IaaS) and Public-Private Partnerships (P3). Our team delivers innovative infrastructure improvement solutions that directly contribute to our customer's core mission and their bottom line. We use performance contracting as a natural solution to reduce energy and operating costs, improve comfort, and update building infrastructure for Sourcewell members across the nation and throughout Canada.

We deliver the blueprint of the future for industries such as Federal, State, and local government, higher education, schools, public housing, healthcare, data centers, airports, stadiums, hotels, manufacturing and beyond through OpenBlue, our comprehensive suite of connected solutions. Supported by a team of more than 100,000 dedicated employees working across 150 countries, Johnson Controls is a global diversified technology and multi-industrial leader with more than 2,000 worldwide locations. We have provided ESPC projects to Canadian customers for over 40 years and have performed well over 100 such projects in Canada. We are an indirect wholly owned subsidiary and North American operating company of Johnson Controls International plc, and its ownership does not change. If selected, Johnson Controls, Inc. will be the entity responsible for providing, performing, and delivering all solutions associated with energy savings performance contracting and will be executing the master agreement directly with the Sourcewell member. In Canada, the Johnson Controls Inc. affiliate, Johnson Controls Canada LP, will be the responsible for offering and performing delivery of Solutions within this Proposal. Johnson Controls International plc's shares are traded on the New York Stock Exchange (NYSE: JCI). We are a Fortune Global 500 company with more than \$26.7 billion of revenue in 2023.

For information on its parent company, Johnson Controls International plc, refer to its Form 10-K annual report identifying the Company's significant subsidiaries. Members of the Company's executive management group may serve as a director and/or officer of any of the Company's subsidiaries. However, these individuals generally are not involved in the day-to-day operations of these companies. None of the Company's principal officers beneficially owns 1% or more of any of the Company's subsidiaries. https://investors.johnsoncontrols.com/financial-information/financial-reports?doc=*

Core Values

Johnson Controls core values (listed below) act as a guide as it pertains to our mission to create intelligent buildings, efficient energy solutions, integrated infrastructure and safe spaces. These values are the guiding principles that drive our mission to serve customers with a shared purpose and approach grounded in performance and value.

- Integrity First: We promise honesty and transparency. We uphold the highest standards of integrity and honor the commitments we make.
- Purpose Led: We believe in doing well by doing good and hold ourselves accountable to make the world a better place through the solutions we provide, our engagement in society, the way we do business, and our commitment to protect people and the environment.
- Customer Driven: We win when our customers win. Our long-term strategic relationships provide unique insights and the ability to deliver exceptional customer experiences and solutions.
- Future Focused: Our culture of innovation and continuous improvement drives us to solve today's challenges while constantly asking 'what's next'.
- One Team: We are one team, dedicated to working collaboratively together to create the purposeful solutions that propel the world forward.
- Excellence: Striving for excellence in all endeavors and delivering superior performance.

Business Philosophy

Our business philosophy revolves around innovation, sustainability, and continuous improvement, with a focus on delivering exceptional customer experiences. We empower our customers to win everywhere, every day, and are committed to helping our customers achieve their goals and objectives by providing industry-leading solutions, technology, and services. We believe in creating value through sustainable practices and a dedication to excellence in all aspects of our business. All of this is in service to our mission, which is to create a more comfortable, safe, and sustainable world.

Specifically, our philosophy focuses on the following guiding principles:

- Customer-Centric Approach: Johnson Controls prioritizes understanding and meeting customer needs, delivering value and exceptional service.
- Technology Leadership: We strive to be at the forefront of technological advancements, developing innovative solutions that address current and future challenges.
- Environmental Responsibility: We are committed to sustainability, promoting energy efficiency, reducing environmental impact, and helping customers achieve their sustainability goals.
- Operational Excellence: We aim for operational excellence across their organization, driving efficiency, cost-effectiveness, and high-quality performance.
- Inclusion and Diversity: Johnson Controls values and embraces diversity, fostering an inclusive work environment that encourages collaboration, creativity, and diverse perspectives.
- Ethical Standards: We uphold high ethical standards, promoting integrity, transparency, and accountability in all business dealings.

Industry Longevity as an ESCO

The National Association of Energy Service Companies (NAESCO) has continuously recognized Johnson Controls as an accredited ESCO since 1997. Additionally, NAESCO designated us as an Accredited Energy Service Provider (ESP) in 2003 (the first year ESP accreditation was available). We are one of only 14 companies in North America to receive this designation. We also received NAESCO's First

		<p>Industry Award proving that our solutions can translate to real impact in the communities we serve. As a company, we have ambitious Environmental, Social and Governance goals. In 1983, we were a founding member of the Canadian Association of Energy Service Companies (CAESCO), which is now the Energy Services Association of Canada (ESAC). We are also an active Member and Platinum Sponsor of the Canada Green Building Council (CaGBC), a national organization with representation from all sectors of the building industry. The Council promotes the design, construction, and operation of environmentally responsible, profitable, healthy places to live and work, and is responsible for administering the LEED program in Canada.</p> <p>Johnson Controls was recently ranked as a Leader and 2nd among 11 ESCOs highlighted in the Guidehouse Insights Leaderboard report. Guidehouse Insights is a premier market intelligence and advisory firm covering global energy transformation with a focus on emerging resilient infrastructure systems. With our Leader ranking in the report, Guidehouse highlights distinctions compared with other ESCOs, noting Johnson Controls' demonstrated innovation in technology and financing options both within and outside of ESPC structures, expanding the scope of energy efficiency solutions by addressing growing customer interest in areas such as comprehensive energy management, infrastructure upgrades, sustainability, decarbonization, and energy resilience.</p> <p>Quoting from the report, Guidehouse described our ESCP position as follows: "Over the past five years, Johnson Controls has made significant strides, which has helped it secure the number two spot in the 2023 Guidehouse Insights Leaderboard. It has excelled in its go-to-market strategy for decarbonization and sustainability projects."</p> <p>By selecting Johnson Controls, Sourcewell members will engage an industry leader that has implemented more than 3,500 ESPC projects over the past 40 years. As of March 2024, we hold nearly \$7.03 billion in performance-based guarantees through approximately 378 active projects across North America. This experience ensures that Sourcewell members can realize a high-performance project that is designed, implemented, commissioned, and serviced by reliable experts with experience successfully performing energy efficiency retrofit projects for other cooperative bodies.</p>
12	<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. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.</p>	<p>Financial Stability Johnson Controls, Inc. and our affiliate Johnson Controls Canada LP are indirect, wholly owned subsidiaries and North American operating companies of our parent company, Johnson Controls International plc. Johnson Controls International plc has a strong balance sheet with significant financial liquidity. As of September 30, 2023, our parent company has more than \$42.2 billion in total reported assets. In addition, we continue to generate strong revenue and profitability. For the fiscal year 2023, our company reported net revenue of nearly \$26.8 billion and net income of \$2 billion. Our parent company has a long-term credit rating of BBB+/Stable/A-2 from Standard & Poor's Rating Service. This financial strength empowers us to fund our project development activities. We have included our parent company's recent financial statement in the document upload section of our response. Additionally, all of our financial statements and reports are available at our website: http://investors.johnsoncontrols.com/financial-information/financial-reports?doc=&ac=1 Johnson Controls' financial health provides Sourcewell and its members with assurance of our ability to serve our customers. Our capacity to integrate a wide range of services into a cohesive, tailored value proposition for our customers truly differentiates us from our competitors. We have invested millions of dollars to create a robust operational, financial, and technical infrastructure, critical when managing large, widely distributed, and divergent sets of properties that constitute customer portfolios. We continue to focus on profitable growth in all our businesses, as it allows us more opportunities to leverage our volume, leading to improved quality and efficiencies. This enables us to invest in innovation and improve our services, bringing more success to our customers. Our growth goals are supported by initiatives focusing on new technology, optimizing our resources and continuous improvement of quality, reliability, and delivery. SEC Investigations As of February 2024, Johnson Controls has no pending or in progress SEC investigations. Credit Holds Johnson Controls has not had a credit hold within the past 24 months. Bonding Current bonding rating A (AM Best) Current bonding capacity \$200 million single \$600 million aggregate Current bonding rate \$2.50/\$1,000 Banking References Bank of America 231 S. LaSalle Street, 7th Floor, Chicago, IL 60604 Michael Brunsman (513) 929-5102 Michael.brunsmann@baml.com Sterling National Bank 500 Seventh Avenue, 3rd Floor, New York, NY 10018 John Riddle (949) 370-2907 jriddle@snb.com TD Equipment Finance 12000 Horizon Way, 3rd Floor, Mt. Laurel, NJ 08054 Dan McGarry (856) 685-5256 Daniel.McGarry@td.com</p>
13	<p>What is your US market share for the solutions that you are proposing?</p>	<p>The market share for the Sustainable Infrastructure business varies between 10 and 20%. The most recent report, by Guidehouse indicated a market share of 10% (Source: 2023 Guidehouse ESCO Report). We have included a copy of this report in the Documents section within the Financial Strength documents.</p>
14	<p>What is your Canadian market share for the solutions that you are proposing?</p>	<p>18% (Source: 2023 Guidehouse ESCO Report). We have included a copy of this report in the upload section of our response.</p>
15	<p>Disclose all current and completed bankruptcy proceedings for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.</p>	<p>Johnson Controls, Inc. has never sought bankruptcy protection</p>

<p>16</p>	<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. 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? 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>Johnson Controls is best described as a manufacturer and service provider with an extensive network of sales and service branches that are 100% company owned. Through our award-winning digital technologies and services, we are transforming building data into healthier, more sustainable and better performing buildings. The branch network is made up of a network of 160 offices throughout North America (including Canada) and is comprised of expert local resources that are employed directly by Johnson Controls and have experience serving customers in every market vertical. Our branch locations and staff specialize in the provision of equipment, installation, and service for ESPC project solutions, HVAC, security, and fire. Furthermore, these local branches are supported by Johnson Controls Sustainable Infrastructure's team of nationally based energy efficiency professionals dedicated to implementing ESPC contracts for thousands of customers spanning the K-12, higher education, federal, local and state government, public housing, and healthcare markets. Johnson Controls has the knowledge, expertise and experience with similar projects to develop a successful long-term sustainability partnership with each Sourcewell member seeking an ESPC solution. This is accomplished through our branch network that mobilizes best in class local contractors and engineering firms best suited for the proper execution of customer projects.</p>
<p>17</p>	<p>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>	<p>When selecting a company to provide ESPC services, you want to choose a proven ESCO that is responsible, experienced, and has employees with the expertise and knowledge to work efficiently and help you make the best choices for your facilities. Our team of North American resources have obtained and maintain all appropriate licenses and certifications within all jurisdictions (U.S. and Canadian) necessary to effectively carry out all responsibilities associated with an ESPC project. Similarly, Johnson Controls is legally qualified and holds the appropriate contractor licenses and registrations to do business in all 50 states within the United States as well as within all provinces of Canada. Furthermore, we maintain an extensive network of appropriately licensed and registered subcontractors that continue to partner with us on a consistent basis to ensure timely project deployment at the highest quality level. With Johnson Controls, each Sourcewell member will get the commitment of a local team of experts plus the regional and national experience and resources of a seasoned team of energy efficiency professionals. The National Association of Energy Service Companies (NAESCO) has continuously recognized Johnson Controls as an accredited ESCO since 1997. NAESCO designated us as an Accredited Energy Service Provider (ESP) in 2003 (the first year ESPC accreditation was available). We are one of only 13 companies in North America to receive this designation. Our current Certificate of Accreditation is valid through November 2026. Additionally, our team members hold licenses, certifications, and accreditations by various professional organizations. Professional certification or accreditation indicates a certain proven amount of knowledge and experience in a particular subject area. To earn many of these credentials (e.g., LEED Accredited Professional), applicants are required to have experience in the field as well as pass a comprehensive examination administered by a third party. By regularly maintaining their certifications, our employees ensure they continue their education and keep pace with industry trends and standards. The list below identifies just a few of the professional certifications held by Johnson Controls team members, relevant to energy efficiency projects. Beyond the dedicated resources for a project, our team can seek additional support from a variety of certified professionals at the regional and national level, as represented here.</p> <ul style="list-style-type: none"> LEED Accredited Professional (LEED AP): 716 LEED-Green Associate (LEED GA): 76 Licensed Professional Engineer (PE): 87 Certified Lighting Controls Professional (CLCP): 8 Lighting Certified (LC): 8 Project Management Professional (PMP): 20 WELL AP: 1 Certified Building Commissioning Professional (CBCP): 7 Certified Building Commissioning Professional International (CBCPI): 3 Certified Building Energy Simulation Analyst (BESA): 1 Certified Business Energy Professional (BEP): 7 Certified Demand-Side Management Professional (CDSM): 12 Certified Energy Auditor (CEA): 13 Certified Energy Auditor International (CEAI): 10 Certified Energy Auditor In Training International (CEAITI): 1 Certified Energy Manager (CEM): 114 Certified Energy Manager International (CEMI): 65 Certified Energy Procurement Professional (CEP): 1 Certified Grant Manager: 1 Certified Green Building Engineer (GBE): 4 Certified Indoor Air Quality Professional (CIAQP): 1 Certified Lighting Efficiency Professional (CLEP): 4 Certified Measurement and Verification Professional (CMVP): 41 Certified Measurement and Verification Professional International (CMVPI): 30 Certified Measurement and Verification Professional In Training International (CMVPITI): 4 Certified Sustainable Development Professional (CSDP): 2 Certified Water Efficiency Professional (CWEPI): 2 Distributed Generation Certified Professional (DGCP): 3 Energy Manager in Training (EMIT): 3 Energy Manager in Training International (EMITI): 12 Existing Building Commissioning Professional (EBCP): 2 Renewable Energy Professional (REP): 2 <p>Johnson Controls also employs subcontractors for design and installation services. Each of our subcontractors is thoroughly vetted and hold the appropriate licenses for their respective jurisdictions.</p>
<p>18</p>	<p>Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.</p>	<p>Debarments and Suspensions Johnson Controls, Inc. is not aware of any instance where it has been debarred or suspended by a federal, state or local government or Quasi-Government Agency. However, given the size and breadth of Johnson Controls, Inc.'s operations, we cannot state with certainty that no such actions have occurred. Johnson Controls, Inc. can state that when it encounters execution challenges with public body customers that could imply such action, it endeavors to quickly correct or resolve such situations.</p>

19	Describe any relevant industry awards or recognition that your company has received in the past five years	<p>Awards and Achievements</p> <p>Technology</p> <p>Johnson Controls' George Oliver named 2022 IoT Company CEO of the Year by IoT Breakthrough, an independent organization that recognizes the top companies, technologies, and products in the global Internet of Things (IoT) market today. This is the Fourth consecutive year receiving an IoT Breakthrough Award. In 2021, we were named IoT Partner Ecosystem of the Year (recognizing our OpenBlue digital platform). Johnson Controls was named "Overall IoT Company of the Year" and "IoT Innovator of the Year," in 2020 and 2019 respectively.</p> <p>Clarivate Top 100 Global Innovator 2021 (sixth straight year), recognizing our investment in innovation, including engineering, research and development, and an increase in patent application filing over the last five years. Clarivate, a global leader in providing trusted information and insights to accelerate the pace of innovation, identifies companies at the pinnacle of the global innovation landscape by measuring the ideation culture that produces patents.</p> <p>Supplier Awards</p> <p>Sourcewell awarded Johnson Controls' Thomas Staves (Sales Manager, Cooperative Contracts), with the 2024 Legendary Leadership Award</p> <p>Corporate Diversity</p> <p>Newsweek America's Greatest Workplaces for Diversity – 2023 Forbes World's Best Employers for Women – 2023 Forbes America's Best Employers for Diversity – 2023, 2022, 2021 Human Rights Campaign Corporate Equality Index Score of 100 – 2024, 2023, 2022 U.S. Veterans Magazine Veterans Best of the Best – 2022, 2021, 2020, 2019, 2017 DiversityInc Noteworthy Company – 2021, 2020, 2019, 2018, 2016 Women Engineer Magazine Top 50 Employers for Woman Engineers – 2019 Workforce Diversity for Engineering & IT Professionals Magazine Top 50 Employers for STEM Workforce Diversity – 2019</p> <p>Sustainability & Corporate Responsibility</p> <p>Newsweek Excellence 1000 Index – 2024 TIME's World's Best Companies List – 2023 Microsoft Sustainability Changemaker Partner of the Year – 2022 World's Most Ethical Companies, Ethisphere Magazine – 2024 (multi-year honoree since 2007) Platinum Sustainability Rating by EcoVadis (top 1% of more than 100,000 companies worldwide) – 2022 (Gold Ranking 2019-2021, 2024) 100 Best Corporate Citizens, 3BL Media – 2022 (#21 in overall ranking; multi-year honoree since 2006; one of only 19 companies to make the list every year since 2009) Global 100 Most Sustainable Corporations in the World, Corporate Knights – 2023 (#1 in our industry, ranked #12 overall; multi-year honoree since 2013) Named to the Fortune Magazine Change the World list for our innovative and transformative heat pump technology – 2023; for our OpenBlue solutions and OpenBlue Net Zero Buildings as a Service offering – 2022; and for helping the University of Hawai'i Maui College move toward generating 100% renewable energy on-site – 2018 Named to Fortune Most Admired Companies 2022 Dow Jones Sustainability Index, DJSI North America – 2021 (multi-year honoree since 2005) CDP Climate Change Leadership List, 2024, CDP A-List (multi-year honoree) Carbon Clean 200, ranked #27 – 2021 Global Compact 100 Index, representative group of Global Compact companies selected based on their adherence to the Global Compact's Ten Principles as well as evidence of executive leadership commitment and consistent base-line profitability, United Nations – Since 2013 MSCI Global Climate Index and other Socially Responsible Indexes – Since 2002 ENERGY STAR, ENERGY STAR Most Efficient Euronext Vigeo Eiris World 120 and U.S. 50 FTSE4Good Index KLD 400 Social Index Oekom Corporate Rating Prime status MSCI AAA Status 2022 – This is Morgan Stanley's sustainability index. Only 5% of companies achieve AAA status. S&P Global ESG Index 2022 – Even at a time when companies like Walmart, Twitter and Honeywell were dropped from the S&P Environmental, Social, and Governance Index, we maintained our spot. ESG Industry Top Rated by Sustainalytics, 2024 ISS Prime Corporate ESG Performance, #1 in our GISC industry Named to 2023 Financial Times European Climate Leaders list, multi-year recognition Recipient HRH The Prince of Wales inaugural Terra Carta Seal</p>
20	What percentage of your sales are to the governmental sector in the past three years	<p>In the last three years, 14% of Johnson Controls sales were in the governmental sector.</p> <p>2021 – 17% 2022 – 13% 2023 – 13% 2024 YTD – 12% Grand Total: 14%</p>
21	What percentage of your sales are to the education sector in the past three years	<p>In the last three years, 18% of Johnson Controls sales were in the education sector.</p> <p>K12 Schools and Higher Education</p> <p>2021 – 19% 2022 – 19% 2023 – 17% 2024 YTD – 15% Total % – 18%</p>
22	List any state, or cooperative purchasing agreements that you hold. What is the annual sales volume for each of these agreements over the past three years?	<p>Johnson Controls currently holds cooperative purchasing agreements with the following entities:</p> <p>USA: Sourcewell, Equalis Group, TIPS, NASPO, 1 GPA, OMNIA Partners Canada: Sourcewell / Canoe Procurement Group, Kinetic</p> <p>For each of these agreements Johnson Controls Inc., Johnson Controls Canada LP, Johnson Controls Fire Protection, and Johnson Controls Security Solutions can utilize as Prime or as an approved reseller.</p> <p>Our Cooperatives Sales Totals: FY2021 \$177M, FY2022 \$375M, FY2023 \$273M We have many State Government Agreements. Some of our larger State agreements include the State of New York, State of New Jersey, State of Texas, State of Pennsylvania and State of California. Our State Contract Totals: FY2021 \$162M, FY2022 \$211M, FY2023 \$179M</p>
23	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>GSA-07F-190CA: FY2021 \$18M, FY2022 \$34M, FY2023 \$33M 47QSHA23D0018: FY2021 \$25M, FY2022 \$27M, FY2023 \$39M GSA-07F-225CA: FY2021 \$67M, FY2022 \$72M, FY2023 \$78M</p>

Table 2: Proposer Qualifications: References/Testimonials

Line Item 24. Supply reference information from three customers who are eligible to be Sourcewell participating entities.

Entity Name *	Contact Name *	Phone Number *	
City of Toledo AMI Project Toledo, OH	Northwest Florida State College Niceville, FL	Royal University Hospital Saskatoon, SK, Canada	*
Doug Stephens - Director of Public Utilities (419) 350-3035	Tanner McKnight, Vice President for Business Operations & Finance (850) 729-6404	Tyler Wilson, Program Manager (306) 381-5261	*

Table 3: Proposer Qualifications: Top Five Projects

Line Item 25. Provide a list of your top five government, education, or non-profit performance contracting projects your firm completed (entity name is optional).

Project Data	Project 1	Project 2	Project 3	Project 4	Project 5	
Project Name	Fort Bend County, TX (2 phases) Project procured using Sourcewell. Johnson Controls is not removing project names to illustrate project validity. Important item of note: According to Taral Patel, Chief of Staff at the Office of the County Judge, Fort Bend County, "JCI's ability to listen, collaborate, and address our needs has given us the confidence to look towards future collaborations to assist the County in addressing additional facilities improvements and explore opportunities for greater resiliency."	Colorado State University – Pueblo (First Net Zero Campus in the continental United States) Johnson Controls is not removing project names to illustrate project validity. Important item of note: As a result of our partnership with Colorado State University, Pueblo, the University and their 2023 Annual Gala invited Johnson Controls to attend. The University President, Timothy Mottet, presented the Colorado State University Pueblo 2023 Presidents Award Distinguished Service to the Community award to Johnson Controls.	Philadelphia Housing Authority (Multiple phases) Johnson Controls is not removing project names to illustrate project validity. Important item of note: Johnson Controls worked with PHA to guarantee resident hiring against a ratio of the project size that was in addition to 30% of new hire requirements. Residents hired as part of this initiative received training related to data collection and analysis, real world technical and engineering applications via job shadowing, environment assessment best practices, and the elements of facility audits. During the Audit phase, Johnson Controls hired 14 local residents who were tasked with taking action to collaborate with their communities to identify practices that would lead to a safer, more comfortable, efficient and resilient environment in which to live and grow. This program was later expanded to include another 16 resident jobs during the construction phase.	Broward County Public Schools, Florida (Multiple phases) Johnson Controls is not removing project names to illustrate project validity. Important item of note: In May 2020, Johnson Controls was initially awarded a \$4.5 million performance contract targeting improvements at nine schools. In this phase, Johnson Controls installed more than 24,000 LED lighting fixtures and more than 1,700 water and conservation fixtures. This resulted in a 4,039 metric ton reduction in greenhouse gas emissions annually, over \$5.8 million in utility and cost savings and over \$405k in operation and maintenance savings over the performance period. In addition, the project created nearly 200 jobs in the local community with a variety of skilled tradespeople needed to facilitate an on-time and on-budget installation.	Virginia Department of Corrections Johnson Controls is not removing project names to illustrate project validity. Important item of note: The Virginia Department of Corrections was presented with the Virginia Energy Efficiency Leadership Award in 2016 by the Virginia Energy Efficiency Council. The Virginia Department of Corrections is also among the winners of the 2011 Governor's Environmental Excellence Awards for their energy and operational upgrades across the agency. To further enhance our partnership and to show our continued commitment to the VA DOC community, Johnson Controls developed and implemented the Green Heating Ventilation and Air Conditioning (HVAC) Vocational Training Program that provides offenders with marketable skills for when they are released back into their communities. The first Green HVAC Vocational Program at Indian Creek Correctional Center in Chesapeake, Virginia launched in 2012. The program provides offenders the education and hands-on experience necessary to obtain jobs as building maintenance specialists, HVAC mechanics, facility controls technicians and facility maintenance electricians. A curriculum, led by experienced instructors, is taught in a special training facility with state-of-the-art HVAC equipment. Since its inception, 78 students from Virginia DOC received a Johnson Controls Training Institute completion certificate and 73 have not returned to prison.	*
Facility Type and Use	Local government (County)	Higher education campus	Public housing authority	K-12 Public School District	Correctional facilities	*
Project Size -Number of Buildings -Total Square Footage	Phase I: 26 facilities Phase II: 33 facilities	26 buildings, 1,392,471 square feet	Housing Authority consists of approximately over 3000 units including 30 developments. High-rise, single-family homes, multi-family homes. 4, 225,574 sq ft.	Phase 1 – Awarded May 2020 – 9 Schools – 1,436,716 Square Feet Phase 2 – Awarded December 2021 – 21 Schools - 3,096,358 Square Feet	27 correctional complexes including 277 buildings 4.5 million SF	*

Types of Measures	Phase I: Lighting, HVAC, Chillers, Controls, generator, Building Envelope and Fire Alarm System Phase II: Lighting, Controls, HVAC, Cooling Tower, and Boiler	Phase 1: Control lab fume hoods Control sequence upgrade Electric transformers high efficiency Envelope window film HVAC AHU constant volume to variable air volume HVAC AHU replacement Irrigation control & optimization Lighting campus pole LED retrofit Lighting gym LED retrofit Lighting T8 to LED and control retrofits MEP boiler replacement high eff MEP chiller replacement (existing R22) Natural gas acct tax exempt extension to small bills Utility merge housing into main Utility natural gas acct convert to transport Water conservation Phase 2: 7.133 Megawatt Solar Array 1.149 Megawatt Energy Storage Demand Management Electric Utility Tax Removal	Water fixture upgrades, interior /exterior Lighting Upgrades, weatherization, CHP, HVAC furnace, and DHW replacement.	(2) Facility Improvement Measures in each phase: LED Lighting Upgrades; Domestic Water Conservation Upgrades	<ul style="list-style-type: none"> High-efficiency motors Heat pump condensing unit replacements Facility management system Lighting system upgrades Domestic water retrofits Gas-fired hot water boilers Maintenance support services Inventory management system Customer training HVAC system upgrades (incl. chiller replacements and boiler controls) Steam trap replacement and steam piping repairs Kitchen hood controls Building envelope upgrades Building automation systems Renewable energy technologies, including solar panels
Project Cost: Installed Project Costs	Phase I: \$12,919,799 Phase II: \$11,380, 840	Phase 1: \$12,500,000 Phase 2: PPA	\$35,000,000	Phase 1 - \$4,543,100.00 Phase 2 - \$10,262,600.00	Phase 1: \$8,249,590 Phase 2: \$10,077,786 Phase 3: \$14,687,432 Solar thermal project: \$2,350 Phase 4: \$18,205,734 Phase 5: \$2,288,000 (no guarantee) Phase 6: \$23,427,947 Phase 7: \$16,549,720
Project Cost: Financed Amount	Phase I: \$13,436,590 Phase II: \$11,836,073	Phase 1: \$13,000,000 Phase 2: PPA	\$36,400,000	Phase 1 - \$4,724,824 Phase 2 - \$10,673,104	Phase 1: \$8,579,573 Phase 2: \$10,480,897 Phase 3: \$15,274,929 Solar thermal project: \$2,444 Phase 4: \$18,933,963 Phase 5: \$2,379,520 (no guarantee) Phase 6: \$24,365,064 Phase 7: \$17,211,708
Guaranteed Annual Savings (\$)	Phase I: \$5,271,800 Phase II: \$3,836,838	Phase 1: \$686,526 Phase 2: \$886,762	\$1,712,107	Phase 1 – Year 1 Guaranteed Annual Savings = \$444,686.00 Phase 2 – Year 1 Guaranteed Annual Savings = \$927,004.00	Phase 1: \$733,707 (year 1) Phase 2: \$996,806 (year 1) Phase 3: \$1,417,029 (year 1) Phase 4: \$1,848,044 (year 1) Phase 5: N/A Phase 6: \$886,089 (year 1) Phase 7: \$1,496,388 (year 1)
Financing/Funding Source	Existing County funds	Phase 1: University Bond Issuance, Secured \$370k in rebates Phase 2: PPA	Self-financed	3rd party Tax-Exempt Lease Purchase with Bank of America Energy Services	Financed with Commonwealth of VA Master Lease for Energy Performance Contracting Projects

<p>Project Schedule -Construction Start and End Dates -Guarantee Period Start and End Dates</p>	<p>Construction: Phase I: Completed Phase II: Notice to Proceed received on 8/29/23 and construction completion currently scheduled for May 2025 Guaranteed Period: Installation period plus 20 yr. performance period</p>	<p>Phase 1: Construction Start/End 10/2016 – 08/2018 Guarantee Period Start/End: 09/2018 – 08/2038 Phase 2: Construction Start/End 10/2019 – 9/2021 Guarantee Period Start/End: 10/2021 – 9/2046</p>	<p>Construction Start: 12/2018 Construction End: 7/2024 There is no guarantee. Johnson Controls only needs to provide a Moving to Work (MTW) report to the Philadelphia Housing Authority.</p>	<p>Phase 1 – construction – July 2020 – July 2021; guarantee – August 2021 – August 2033 Phase 2 – construction – February 2022 – December 2023; guarantee – January 2024 – January 2036</p>	<p>Construction Start/End Dates Phase 1: May 2005 - April 2007 Phase 2: June 2007 - November 2008 Phase 3: August 2008 - June 2010 Phase 4: January 2011 - April 2012 Phase 5: November 2012 - March 2014 Phase 6: December 2013 - December 2017 Phase 7: August 2017 - January 2020 Guaranteed Start/End Dates Each phase, except Phase 5, has a 15-year performance period. Phase 1: July 2007 - July 2022 Phase 2: November 2008 – November 2023 Phase 3: September 2010 – September 2025 Phase 4: June 2012 – June 2027 Phase 5: n/a Phase 6: January 2018 – December 2032 Phase 7: January 2021- December 2036</p>
<p>Measurement and Verification Methods</p>	<p>Option A: Retrofit isolation with key parameter measurement</p>	<p>Phase 1: Options A and B Phase 2: Option B</p>	<p>Option A</p>	<p>Option A: Retrofit Isolation. Key Parameter Measurement.</p>	<p>Options A and B</p>
<p>Term of financing agreement</p>	<p>20 yrs.</p>	<p>Phase 1: Performance Contract, 20-year term Phase 2: Performance Contract, 20-year term</p>	<p>20-year term</p>	<p>12 years</p>	<p>Each phase, except Phase 5, has a 15-year performance period.</p>

Table 4: Proposer Qualifications: Ability to Sell and Deliver Solutions

Describe your company's capability to meet the needs of Sourcewell 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 *
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26	Sales force.	<p>Johnson Controls is extremely well equipped to serve all Sourcewell/Canoe members throughout all 50 states within the U.S., all American territories (i.e., Puerto Rico, U.S. Virgin Islands, etc.), and all Canadian provinces via a network of 160 offices and 92 distribution and warehouse facilities throughout North America. We provide an extensive listing of products, services, and solutions to Sourcewell members under our HVAC contract with total sales of \$685M from 2020.</p> <p>As part of our organization, we have established Vertical Market Directors for the Local Government, State Government, Higher Education, and K-12 markets. These directors are involved in industry organizations for their vertical market to better understand the needs of the market and translate that knowledge into better project outcomes. They work with sales personnel that are focused on growing their vertical market. In June of 2024, Johnson Controls created an Industry Director role for Government vertical market. This position will bring specific focus to growing the government vertical for both federal, state, and local government markets and include building out a team of Government Business Development Managers, Engineering and Operations Professionals, compliance, and legal personnel. The existing Cooperative Team can leverage these additional resources to expand the number of sales representatives that sell using Sourcewell/Canoe.</p> <p>While our geographic footprint is unparalleled, Johnson Controls stands apart from our competitors based on the sheer magnitude of skilled team members we maintain to best serve Sourcewell members. Our Sustainable Infrastructure organization, which is the organization within our company focused on ESPC projects, has approximately 105 sales resources and over 300 engineering and operations resources. This team is backed by our entire North American workforce of approximately 28,000 additional employees (all full-time equivalents), including approximately 4,400 sales-based resources and approximately 8,300 front-line service professionals. All these employees are directly employed by Johnson Controls.</p> <p>The goal of our Sustainable Infrastructure organization is to develop and execute impactful ESPC projects that exceeds the expectations of Sourcewell members and enable them to leverage the success of their project on future phases, thereby helping them achieve their long-term sustainability goals. To do this, we leverage and coordinate between our sales and service functions through customer relationship management (CRM). Here are a few examples in cases where our sales and service teams and their respective disciplines provide customer value:</p> <p>Customer Support: Sales and service teams work together to provide support to customers. Sales reps assist customers in troubleshooting issues or answering questions about products/services they have purchased.</p> <p>Cross-Selling: Both sales and service teams cross-sell to existing customers. Sales team members identify opportunities during the sales process, while service teams leverage their relationships with customers to suggest additional products or services that may benefit them.</p> <p>Customer Feedback: Both sales and service teams collect customer feedback, such as complaints, suggestions, or compliments. This feedback is used to improve products, services, and the overall customer experience.</p> <p>Renewals and Retention: Sales and service teams collaborate to retain existing customers and renew contracts. Service teams play a role in customer retention by ensuring customer satisfaction and addressing any concerns or issues.</p> <p>Training and Onboarding: Sales teams work with service teams to provide training and onboarding support to customers. This involves educating customers on product usage, features, and best practices. Overall, the overlap between sales and service functions is essential for maintaining strong customer relationships and ensuring customer satisfaction. Effective collaboration between these teams leads to increased customer loyalty, repeat business, and referrals.</p>
27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	<p>Johnson Controls sells and implements ESPC projects through our Sustainable Infrastructure organization's 105 Account Executives. These sales professionals work closely with our over 300 Sustainable Infrastructure engineering and operations resources to design and deliver impactful projects that meet or exceed the customer's goals. This team is backed by our entire North American workforce of approximately 28,000 additional employees (all full-time equivalents), including approximately 4,400 sales-based resources and 8,300 front-line service professionals who participate in these projects bringing their specialized experience to each project.</p>
28	Service force.	<p>We currently have approximately 8,300 front-line service professionals throughout North America and within close proximity to each and every Sourcewell member's location. Johnson Controls Service delivers technical service solutions that improve the reliability and efficiency of plants and systems. Through planned preventative maintenance as well as emergency repair regimes and new technology, such as remote monitoring, we deliver the optimum working environment, while reducing maintenance costs and complying with statutory regulations.</p> <p>Johnson Controls is devoted to creating and providing healthier environments, energy savings, operational savings, occupant comfort, and sustainable solutions. We will match the right technician with the right job to ensure the highest level of service, safety, and expertise – every time. As the leading service provider operating in 150 countries with 16,000 technicians and 12,500 global service delivery personnel, we have more in-house knowledge than any other company in the world. If it is inside your building, we know how it works and how to keep it running at peak performance.</p>
29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>As the Energy Performance Contracting Manager, Johnson Controls will manage the product and materials ordering process on behalf of the Sourcewell member. We are responsible for ensuring the project meets the defined schedule. A Project Manager will be assigned to the job who will focus on verification of cost, schedule, savings and technical status to ensure money is spent ethically and responsibly. These values will be reported in sufficient time to prompt effective management response. It is important that any issues or variances be communicated to the team immediately for resolution.</p> <p>The appropriate products will be ordered following the Energy Conservation Measure (ECM) selection process and agreed to by both the Sourcewell member and Johnson Controls. Materials will be ordered with adequate lead time to be available on site when required for installation activities. For large equipment or equipment with long lead times, our standard practice is to order the equipment as early as possible to ensure delivery does not negatively affect the schedule. A periodic update of the material equipment list will be generated to ensure compliance with the project schedule.</p>
30	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>Customer Service Program ESPC Program Management and Guarantee Support</p> <p>The Johnson Controls Sustainable Infrastructure team will support all Sourcewell members across geographic areas and market sectors located throughout the United States and Canada via our vast network of branch offices and our ESPC-focused team of experts that specialize in project design and engineering, measurement and verification, and performance guarantee management. Johnson Controls will align a local Project Manager to each and every ESPC project. They will remain engaged throughout the term of the project with the Johnson Controls Sustainable Infrastructure team providing ongoing support. This level of support coming from an all-encompassing team of experts focused on developing and implementing ESPC solutions ensures that Sourcewell members will receive the most innovative and applicable products and solutions available today.</p> <p>Johnson Controls' primary focus for Sourcewell member ESPC projects remains focused on ensuring that the project is achieving its intended objectives as it pertains to generating guaranteed cost savings,</p>

driving down utility usage, and ensuring peak facility operability. When partnering with Johnson Controls, you can be assured that we will be in this business long beyond your guarantee period. Johnson Controls' Sustainable Infrastructure team will employ a series of continued monitoring processes to ensure ongoing savings goals are met throughout every phase of the project as well as the guaranteed term. These processes will serve as an assessment of solution's effectiveness, identification of any issues or challenges, and measurement of the project's compliance with established criteria. The post-implementation guarantee/monitoring phase is crucial to ensure that the project is delivering the intended outcomes and to address any issues or concerns that may arise. Measurement and verification helps Sourcewell members validate the performance of ECMs throughout the life of the project. This validation has many benefits as it helps to:

- Verify Achievement of Guaranteed Cost Savings
- Transfer Risk from Your Organization to Johnson Controls
- Benefit from Added Services
- Monitor Performance of Installed Equipment
- Keep Your Energy Budget on Target
- Prove You Made the Right Decision with the Performance Contract
- Secure Government or Utility Incentives

Ongoing Collaboration and Communication Throughout Project Duration

Johnson Controls' management approach is based on transparency and collaboration. Open communications throughout all project phases helps to prevent issues from turning into problems, ensuring that we consistently adhere to our project commitments to delivering quality work on-time and on-budget. The collaborative process established for Sourcewell member projects sets the foundation for the project to ensure that we are openly communicating with each member. We hold workshops at key milestones and conduct weekly coordination meetings with the Sourcewell member's facilities personnel. Our conversations with each member's team will allow us to gain a complete understanding of their expectations while we are in their facilities from the onset, with the goal of preventing issues from arising once work is underway. With years of experience managing similar projects of every magnitude, our project leaders know the right questions to ask and can anticipate challenges and proactively address them.

Use of Project Management Tools

Project Managers and Construction Managers on the Sustainable Infrastructure Delivery team are provided a standard operating procedure that is a roadmap of guidelines, procedures and best practices that helps them effectively manage any sized project. This roadmap begins at the very inception of each project when customer and building information is collected, analyzed and stored for use throughout the lifecycle of the project. We use standard tools such as the Microsoft suite of apps to allow for collaboration, communication and standardization amongst not only the JCI team, but also our customer's teams. In addition, Construction Managers often use other industry standard tools to better manage and communicate with their customers. These tools include things like Procore, Smartsheet and Holobuilder but will vary based on the requirements and limitations of each customer and project.

Johnson Controls utilizes industry standard project management software for:

- Project scheduling
- Manpower loading
- Forecasting
- Project reporting
- Communication
- Subcontract management
- Submittals, punch lists, close-out documentation

Resolving Issues and Meeting Commitments

While our rigorous processes, experiences and qualified team works upfront to reduce and eliminate project issues, we know due to the complexity of the work, challenges arise. When issues do occur, our first step is to establish a dialogue toward resolving any potential disputes. The contract should only be used to provide further clarity on specific areas of concern. Our objective is to always come to a consensus that works for our clients, ourselves and more importantly that works and supports the objectives of the project and initiative. Therefore, there are five key areas that keep our project team focused on resolving issues and meeting our commitments:

1. A well-conceived master schedule inclusive of all critical milestones.
2. Establishing the protocols and requirements for ongoing communication and collaboration/reporting throughout the life of the project.
3. A list of action items (tied back to the master schedule) maintained by the Project Manager throughout the life of the project.
4. A thorough project analysis that reviews any factors that may influence the project installation planning process or cost.
5. When an unforeseen issue does occur, the Project Manager will address the issue immediately.

Governance through Customer Collaboration Workshops

While we adhere to the process defined above to resolve issues, Johnson Controls' Sustainable Infrastructure team finds great benefit in having regularly scheduled progress meetings with our customers and project teams throughout the project, because it is easier and less costly to identify and resolve issues before they impact the budget and schedule. Through our extensive experience delivering successful projects for our customers, we have learned that a highly transparent and collaborative partnership approach provides for a smoother and more impactful project.

To ensure the successful delivery of your finalized scope of work, one of the first and most valuable services we offer the Sourcewell member is the workshop process. In the workshop process, we will focus on personal concerns, preferences, and desired outcomes for the project. We believe it is essential for the success of the DB process to have all parties of the project clearly communicating early in the development cycle. For this reason, we established the workshop concept and have made it a part of every project we implement.

Typical workshops during the project development process are:

- Project Kickoff
- Facility Improvement Measure Workshop (often involves multiple meetings)
- Measurement and Verification Workshop –highlighting the methods and formulas for determining project savings

Financing Workshop-evaluating the many forms of financing, tax credits and rebates for the project. The overall objective of all workshops is to facilitate strong collaboration between the Sourcewell member's representatives and Johnson Controls. We collaborate at every level, whether it is about designing solutions, keeping our customers informed of project progress, or implementation coordination. We provide our customers with a truly collaborative process where we view ourselves as each member's partner and work hard at every stage to foster a transparent, open relationship.

Response Time Capabilities

As it pertains to emergency service calls after project implementation, we have over 8,300 front-line service providers nationwide in over 160 branch locations which allows us to provide local decision-making authority and respond to the emergency needs of customers in a timely manner. Local employees will be dedicated to your project to ensure its successful development and implementation. Our offices are

		<p>open daily from 8:00 am to 5:00 pm, and we offer 24/7 service to our customers. Our service phones are covered after hours, and technicians are available for dispatch 24/7 to address our customers' building issues.</p> <p>Our internal policy is to respond to customer questions or outreach within a 24- hour turn-around at all times. We commit to maintaining proactive communication about project activities and we use cloud-based project management software as our hub to connect and share data. While our response times may vary depending on location, they typical are as follows:</p> <ul style="list-style-type: none"> Immediate phone response time. Four-hour on-site response time. Two-hour emergency response time. <p>Our extensive branch network is 100% company owned and operated. Full ownership of our branch network benefits our customers because we provide:</p> <ul style="list-style-type: none"> Consistent processes and procedures Consistent service standards Consistent on-time delivery Consistent pricing and training Consistent long-term support <p>Remote Operations Center (ROC)</p> <p>Today's complex facilities need experienced operators watching over the building, identifying issues, and correcting problems, before they impact occupants or operations. To accomplish this, we own and operate a Remote Operations Center that provides a dedicated team of certified building management professionals to monitor our customers' building systems: security, fire, HVAC, building automation, lighting, refrigeration, electrical and more. The following remote services are available twenty- four hours a day, seven days a week, and 365 days a year.</p> <ul style="list-style-type: none"> Fire & Security Monitoring Intrusion/burglar alarm monitoring Critical point monitoring Elevator phone monitoring Supervised opening/closing <p>UL Factory Mutual ensures operational standard are maintained by our Remote Operations Center</p> <p>Our depth of knowledge assures correct prioritization and response to alarms when they occur. When an alarm is received, our system automatically assigns the customer's own unique and customizable alarm handling actions for the alarm, resulting in timely response to minimize loss and/or maximize potential for defeat of the threat, compliance with legal requirements for fire systems and insurance carrier requirements, and accurate records of alarm activity for audit needs.</p> <p>Johnson Controls can monitor all types of equipment and systems in your building for critical alarms or other conditions and respond with customer-specific protocols. We can enhance this service with remote troubleshooting and diagnostics to get to the root cause of your problems faster and solve them more quickly. Examples of our systems monitoring capabilities are:</p> <ul style="list-style-type: none"> Real-time utility and energy usage as it pertains Performance Contracting projects Building automation and controls HVAC equipment Lighting Electrical systems Refrigeration systems
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	The Johnson Controls Sustainable Infrastructure team will support all Sourcewell members across all geographic areas and market sectors via our vast network of branch offices. Our branch offices will receive ongoing guidance, support, and expert advice from our engineering, lighting teams, digital, renewable solutions, wastewater, HVAC, water conservation, building automation, building envelope, utility metering teams. This level of support coming from an all-encompassing series of experts focused on developing and implementing ESPC solutions that cover a wide-ranging level of project scope ensure that Sourcewell members will receive the most innovative and applicable products and solutions available today. These teams will work together with the branch offices working specifically with each Sourcewell member throughout the life on each project's contract. We will be offering and promoting an awarded contract to all Sourcewell member segments and verticals through the proposed contract.
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	Johnson Controls will support all geographic areas and market sectors throughout all provinces across Canada. We have 13 branch offices and 65 local satellite offices located throughout the country covering every province. We have a long history providing ESPC projects to Canadian customers and have performed well over 100 such projects in Canada. Just as is the case in the United States, all Sourcewell members will have access to all products, solutions, ESPC subject matter experts and teams focused on providing ESPC solutions throughout the life of the proposed contract to ensure all member projects achieve the goals and levels of success required of their stakeholders, staff members, and communities. We will be offering and promoting an awarded contract to all Sourcewell member segments and verticals through the proposed contract.
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	All North American geographic areas (found within the United States, U.S. territories, and Canada) will be fully serviced regardless of location through this proposed agreement.
34	Identify any account type of Participating Entity which will not have full access to your Solutions if awarded an agreement, and the reasoning for this.	Johnson Controls' Sustainable Infrastructure team is able and will provide ESPC solutions and products to all Sourcewell members throughout the United States, U.S. territories, and Canada. However, if the Performance Contract Cooperative codes do not allow for an ESPC contract in that particular State, Territory, Province, or within a specific vertical market to be performed, we will fully comply with those laws or regulations and the contract will not be made available or offered to those members.
35	Will Proposer extend terms of any awarded master agreement to non-profit entities?	Yes. Johnson Controls will extend the terms of any awarded master agreement to all non-profit entities taking part in the Sourcewell ESPC contract program provided they are eligible to lawfully take part based on local, regional, or Federal regulations and guidelines.

Table 5: Proposer Qualifications: Depth and Breadth of Solutions Offered

Line Item	Question	Response *
36	Provide a detailed description of all the Solutions offered, including used, offered in the proposal.	<p>ESPC SOLUTIONS</p> <p>Johnson Controls can provide end-to-end management solutions and services for every phase and aspect of the ESPC solution. We are also aware that there are situations where a customer may require equipment or product-only solutions in cases where they may have in-house capabilities to install the required ECMS and operate aspects of the program on their own. In these somewhat rare case, Johnson Controls is prepared to provide these Sourcewell members with the products and services they may need as they are needed via an a la carte solution offering.</p> <p>HVAC SYSTEMS</p> <p>Johnson Controls designs, manufactures, installs, and services HVAC mechanical systems. While we</p>

manufacture award-winning York HVAC equipment, we are a vendor neutral ESCO with negotiated agreements with all major suppliers. Our ability to function as a vendor neutral ESCO enables our ESPC team to provide the solution that makes the most sense from a financial and efficiency viewpoint. We seek to leverage your existing investments in energy efficiency wherever possible. Our negotiated agreements allow us to deliver lower cost products for your project.

Air Handling Units
 Packaged Rooftop Units
 Indoor Air Quality Products and Devices
 Active polarization, Non-ionizing, Electronic air cleaning systems intended to replace passive filtration
 Other Mechanical Systems, Equipment, and Services: Variable frequency drives / variable speed drives, Heat recovery systems, Air-source heat pumps, Water -source heat pumps, Ground-source heat pumps, Variable air volume systems, Variable refrigerant flow systems, Air-cooled variable refrigerant flow systems, Low leakage air dampers, Inlet vanes for centrifugal fan, Demand control ventilation, Exhaust fans, Fan coil units, Motor replacement, Unit heaters/ventilators, Four-pipe system to two-pipe system, System recommissioning, Duct Free Mini Split Systems, Invertors, Pumps, Packaged Terminal Air-Conditioners, Air Terminal Devices and Heating Products, HVAC System redesign
 Heat Pumps: Ground-Source heat pumps (geothermal), Air-source heat pumps, Water-source heat pumps

COOLING SYSTEMS

Chillers:

Our chillers are designed to perform optimally in conditions in which they will operate while maximizing the benefits of environmentally responsible refrigerants. The chillers we install are engineered and designed for efficiency versatility, and sustainability (low direct and indirect emissions).

Air-Cooled Chillers, Water-Cooled Chillers, Rotary chillers, Reciprocating chillers, Absorption Chillers, Chiller replacements, Gas fired centrifugal chillers, Low load chillers, Condensing Units
 Other Cooling Systems:

Smart Connected Chillers, CFC containment conversions, Tower free cooling, Commercial refrigeration, Cooling tower upgrade, Two speed fan motors, Variable pitch blade cooling tower fan, Reclaim A.C. heat rejection, Chilled water temperature reset, Humidity control, Condenser auto-cleaning, Conversion to primary secondary, including VSD on pumps, Cooling towers, De-centralization/centralization, Free cooling

HEATING SYSTEMS

Our teams provide a full range of heating systems and heating system improvements as part of our ESPC projects.

Electric Boilers, Heating system redesign and optimization, Gas fired boiler, High-efficiency modular boilers, Low load boiler, Burner replacement, Dual fuel burners, Oil atomizing burners, Boiler stack heat reclaim, Perimeter radiation, High-efficiency domestic water heaters, Gas line turbulators, Temperature reset control, Electric heating to gas, Piping insulation, Boiler stack reclaim, Boiler system de-centralization, Aerator replacement with O2 scavenger, Automated water treatment, Condensate recovery, Heat recovery system used in cogeneration or combined heat and power systems

BUILDING AUTOMATION SYSTEMS AND CONTROLS

A modern BAS offers the intelligence, ease of use, and mobility that facility operators need today to optimize your facilities' efficiency, and drive energy and operational savings. A BAS is an integrated network that monitors and controls disparate systems, equipment, and components within a building, such as HVAC, lighting, security, fire safety, and more. Our goal is to help Sourcewell member's facility operators solve problems faster.

Under this contract we will offer Sourcewell members the following products and services, in addition to any new BAS products and services that are added or changed during the term of the contract.

Direct digital controls, Pneumatic control conversion, Manual valves to automatic valves, Control optimization, Control sequence review, Temperature monitoring and control, Economizer controls for free cooling, Set point adjustment, Carbon dioxide sensors, Air compressors, Lab fume hood control, Multi-system integration, Load shedding, Demand management, Staging / lead-lag, Optimum start / stop, In-room control systems, Occupancy controls, Sensors, Lighting controls, IAQ sensors

DIGITAL TECHNOLOGIES

Johnson Controls has developed OpenBlue, which is a complete suite of connected solutions that deliver impactful sustainability, new occupant experiences, and respectful safety and security to building operators. OpenBlue aims to enhance customer experiences, impact sustainability and provide safety. It also features a suite of tailored, AI-powered service solutions such as remote diagnostics, predictive maintenance, compliance monitoring, advanced risk assessments, and more.

Under this contract we will offer Sourcewell members the following products and services, in addition to any new digital products and services that are added or changed during the term of the contract.

OpenBlue Enterprise Manager - OpenBlue Enterprise Manager (OBEM) is a comprehensive suite of application modules to monitor and improve energy efficiency, tenant satisfaction, asset performance, maintenance operations, space performance, and the comfort and well-being of occupants.

Energy Manager - automatically collects, analyses, and displays information for the selected configured physical meters and virtual meters located in a facility's operation.

Utility Bill Manager - can include utility spend and usage data. With utility spend and usage data, users can access the invoice details by clicking on the account.

Asset Manager - provides the connectivity to monitor, troubleshoot, and maintain configured equipment points to ensure that high CAPex assets are safe, dependable, and efficient over their operating life.

Service Manager - The OBEM Maintenance Management function provides dashboards to display information on work orders, service reports and maintenance KPIs.

Net Zero Advisor and Net Zero Advisor Plus - Net Zero Advisor simplifies tracking and reporting for Overall Compliance, Greenhouse Gas Emissions, and Energy Monitoring.

Equipment Performance Advisor and Advisor Plus - helps you resolve these issues and drive operational efficiency. You can identify, diagnose and prioritize equipment and system faults, allowing you to plan timely actions to fix issues.

Report Builder - OBEM is capable of creating multiple types of reports.

OpenBlue Enterprise Manager Central Utility Plant Optimization: monitors thousands of variables. CUPO automatically generates and implements optimization decisions.

OpenBlue Plant Simulator - simulates hourly utility use and costs over a year.

OpenBlue Healthy Buildings - Johnson Controls can help you streamline costs, improve safety, raise productivity and achieve sustainability goals, all while building healthy environments that serve people for years to come.

Indoor Air Quality (IAQ) Solutions - include IAQ audits, disinfection, OpenBlue Indoor Air Quality as a Service (IAQaaS).

OpenBlue Enterprise Manager Workplace Advisor – Space - Measure and understand building utilization to drive long-term real estate savings and improved building operations.

OpenBlue Enterprise Manager Workplace Advisor – Indoor Air Quality - Measure, monitor and report indoor air quality to boost health and increase productivity.

OpenBlue Enterprise Manager Critical Environments Advisor - Monitor temperature, pressure and humidity for operating theatres, labs, pharma freezers and other critical spaces automatically.

Workplace Experience – Companion Connect teams, spaces and experiences to drive seamless building productivity.

Workplace Experience Plus – Companion - Create a modern workplace of the future that enables the most engaging and productive environment for all occupants.

OpenBlue Digital Twin - OpenBlue Digital Twin is a managed service for the enablement and mapping of smart, healthy buildings by creating a digital replica of assets, processes, people, places, systems, and devices.

OpenBlue Location Based Services - provides critical dashboards for companies looking to understand how well social distancing is being practiced

OpenBlue Tailored Services Suite - Highly tailored services for HVAC, fire protection, and security use data-driven insights to support better planning and decision-making, enhanced productivity, and optimized performance.

OpenBlue Services - OpenBlue Services help you meet your operational, financial, and sustainability goals.

OpenBlue Security Lifecycle Management - helps ensure your security devices are performing at their best.

Chiller Performance Optimization - Data gathered from each chiller is analyzed to detect anomalies, allowing issues to be identified and addressed proactively, avoiding unplanned downtime, and minimizing impact to your operations.

Optimizing BAS and Controls Performance - Use our OpenBlue platform and advanced analytics to optimize the efficiency of your system, and create healthier, more comfortable spaces.

Fire and Life Safety: Improve fire- and life-safety system performance, reliability, management, and code compliance with advanced connected life-safety services

Building Consultation via OpenBlue Enterprise Manager - provides insights to identify issues, faults, and opportunities for improved performance and operational savings. Powerful analytics root out energy-related problems 24x7.

Central Chiller Plant Optimization - is an integrated approach that allows plants to reach and sustain optimal efficiency.

Workplace Management - FM:Systems make workspaces smarter, like space-scenario planning, asset management and facilities maintenance, supported by security protocols, floor plan scenario modeling advanced workplace analytics capabilities.

LIGHTING SYSTEMS

Johnson Controls specializes in providing intelligent lighting solutions that meet and exceed expectations. Under this contract we will offer Sourcewell members the following products and services, in addition to any new lighting related products and services that are added or changed during the term of the contract.

LED Lighting Retrofits, Interior Lighting:
 For linear fluorescent upgrades: New LED fixtures, LED retrofit kits, LED tubes.
 For CFL/INC/HID Upgrades: New LED fixtures, LED retrofit kits, LED re-lamps.
 For High Bay fixtures: New LED fixtures

Exterior Lighting: For building mounted lighting: Wall packs, floods, canopy. For pole mounted lighting: area lights, streetlights, post top decorative, high mast

Arena and stadium lighting, Intelligent lighting, connected lighting, intelligent street lighting, decorative lighting, safety lighting, disinfectant lighting, commercial lighting, scoreboards

Lighting Controls
 Human-Centric Lighting (HCL)

MUNICIPAL SOLUTIONS

Johnson Controls helped expand outcome-based performance contracting to water utilities nearly 20 years ago and has implemented more than 150 water metering upgrade projects and 37 water and wastewater treatment plant upgrade projects. Our Water, Wastewater & Bioenergy team is a national center of excellence whose experts bring an average of 20 years of water utility experience and have backgrounds in engineering consulting, water meter studies, construction and program implementation, energy efficiency, and renewables. Our team delivers projects with a full suite of services: Design, Build, Finance, Operate, and/or Maintain.

Under this contract we will offer Sourcewell members the following products and services, in addition to any new municipal solutions that are added or changed during the term of the contract.

Water Loss Reduction Programs:
 Comprehensive Water Meter Replacement Programs (Meter accuracy improvements, Meter typing & sizing upgrades), Meter reading system overhauls (Advanced Metering Infrastructure (AMI) technology – Full scale implementation, Automatic Meter Reading (AMR), Utility billing analysis, Customer web portals), Automatic leak detection systems, Data management for Water Meter Projects

Other Utility Meter Solutions:
 Electric Meters, Utility billing analysis, Utility rate improvements, Meter consolidation, Electric power factor correction, Meter accuracy improvements, Meter typing & sizing upgrades, SCADA upgrades, controls and automation

Wastewater Treatment Plant Solutions:
 Aeration system improvements (diffusers, controls, blowers), Pump efficiency improvements, Digester and biogas utilization improvements, Solids handling improvements, Thermal energy solutions, Heat capture and recovery, SCADA integration and upgrades, Electrical efficiency improvement projects, including replacement of motors, VFDs, MCCs, and smart voltage monitoring, Wastewater lift pumps, Aeration system improvements (diffusers, controls, blowers), Digester gas to energy projects, Digester improvements, Digester process upgrades, Treatment plant process improvements, Combined Heat and Power, Renewable Natural Gas (RNG), Biogas conversion to Compressed Natural Gas for vehicle fueling, Landfill GCCS optimization studies, FOG receiving to boost biogas at WWTPs

Water Treatment/Distribution Energy Efficiency Solutions:
 Raw water pumping, High service pumps efficiency improvements and zone-based pressure control, Filter replacement

Other solutions:
 Rainwater Harvesting, Flood Control, Flood control systems, Flood monitoring systems, Integrated traffic control and monitoring systems, Landscaping/Soil Measures, Data Management for Water Meter Projects

Smart City Programs:
 Traffic analysis, Security Cameras, Proximity Sensors, Pedestrian Counters, Digital signage and speakers, Gunshot detection

BUILDING ENVELOPE SYSTEMS

Under this contract we will offer Sourcewell members the following products and services, in addition to any new building envelope products and services that are added or changed during the term of the contract.

Window and door multi-glazing, weather stripping, and caulking, Installation of storm windows and doors, Tinted window film, security window film, Energy efficient windows, Revolving doors, Air curtains Automatic door closers, Heat-absorbing and/or heat-reflective glazed and coated windows and doors, Roofing, Insulate building structure and systems, walls, floors, soffits, Caulk pipe penetrations, Seal ceiling to roof gap, Solar radiation reduction, Reflective coating to roof, Weatherproofing, Low Emissivity

Ceilings

RENEWABLE TECHNOLOGIES AND SUSTAINABLE INFRASTRUCTURE

As part of our ESPC projects, we will help Sourcewell members develop solar, wind power, energy storage, geothermal, or biomass solutions. To date, we have been involved in more than 500 renewable energy projects. Our solutions have reduced carbon dioxide emissions by 17.4 million metric tons and generated savings of \$7.5 billion since 2000. From small school districts to large cities – even our own corporate offices – Johnson Controls has vast experience with renewables.

Under this contract we will offer Sourcewell members the following products and services, in addition to any new renewable technology products and services that are added or changed during the term of the contract.

Solar Photovoltaic Solutions:

Ground-Mounted Solar PV arrays, Roof-Mounted Solar PV arrays, Parking structure Solar PV arrays, Canopy solar arrays, Floating Solar PV arrays, Solar Walls, Tracking and fixed systems, Solar daylighting, Solar thermal pool heating, Solar thermal domestic, water heating, Solar transpired walls

Fuel Cell Systems:

A fuel cell energy server is a distributed generation platform that provides always on power. The energy server can be personalized to deliver a combination of reliability and resiliency, sustainability, and cost predictability. It enables power needs to be met using a sustainable and clean power generation source. These systems can include natural gas, biogas, and hydrogen systems, Electrolyzers, Hydrodes, Regulators and fittings, Sensors, Interconnect equipment, Transformers, Compressors, Absorber vessels, Controllers, Thermal Oxidizers, Condenser units, RNG conditioning.

Waste Heat Recovery:

Many of our projects make use of waste heat recovery technology. Waste heat in the form of hot exhaust gases, cooling water, and heat lost from hot equipment surfaces and heated products is produced mostly by fossil fuel combustion.

Biogas: Johnson Controls offers biogas applications including, but not limited to:

- Landfill Gas
- Waste Water
- Urban Biogas
- Agricultural Biogas (biogas reclaimed from agricultural processes)
- Renewable Natural Gas

Energy Storage:

When paired with Solar PV systems, energy storage will reduce the kW demand, especially during on-peak time periods when the peak demand for the month typically occurs. It will also optimize your solar PV arrays by mitigating spikes in instantaneous demand (kW) caused by brief decreases in solar output (from passing clouds, etc.).

- Battery Power Stationary Storage
- Energy Storage System - In-Building
- Modular Container Distributed Energy Storage System
- Thermal Energy Storage Systems
- Ice Storage

Renewable Energy Supply Services:

Johnson Controls provides the capabilities and expertise in energy supply markets to help Sourcewell members meet their energy and decarbonization need through Renewable Energy Supply Services. We will help you find the right choices that result in reliable, economic energy procurement. Our team of energy experts will work with you to evaluate your total energy requirements and implement a procurement plan that is tailored to the members' operation. Services include:

Renewable Energy Advisory, Power Purchase Agreements (PPA), Virtual Power Purchase Agreements (vPPA), Renewable Energy Certificates, Renewable Natural Gas, Carbon Offsets, Renewable Finance, Development and Trading, Energy Supply (Budget) & Billing Management, Renewable Energy Certificates (REC) & Carbon Offsets, Retail Renewable Sleeve, Power Purchase Agreements & Virtual PPAs, Community Solar & Utility Green Tariffs, Electricity Procurement, Natural Gas Procurement

Other renewable technologies and sustainable infrastructure:

Electric Vehicle Charging Stations, Microgrids, wind turbines, Sewer Heat Recovery, Sustainability

and Decarbonization Advisory Services: Our advisory services include but are not limited to:

- Brand, Mission, Vision, Stakeholder engagement, Policy and Regulations Advisory
- Supply Chain consulting, Diversity, Equity, and Inclusion Policies and Best Practices, Corporate Social Responsibility, Carbon offsets strategy advising, Climate Risk Analysis – physical, transitional, financial, portfolio, Governance and Risk Management, Circular Economy

ADVISORY SERVICES

ESG Advising and Planning Cultural and organization wide alignment, GHG Inventory (Scope 1,2,3) baseline., Decarbonization roadmap and strategy, ASHRAE Level 1, 2, 3 and IGA Audits, Financial assessment and solutions, Peer and market benchmarking and reporting, Master planning., Cost of carbon abatement (MACC), Clean energy strategy advising, Technology and data strategy to support reporting, SEC Reporting Advisor, ESG framework and standards consulting (CDP, GRI, TCFD) and reporting assistance, Goal Setting.

DISTRIBUTION SYSTEMS AND CENTRAL PLANTS

Johnson Controls is the largest, non-utility-owned provider of central plant projects in North America. We have implemented well over 1,000 energy and central plant projects – most of which included guaranteed savings and a financial solution.

Central Utility Plants, Cogeneration/CHP Systems, Central heating and cooling plants, Central plant controls and optimizing operations, Chiller plant optimization, Chiller plant redesign, Chiller, boiler, cogeneration installation, Complete analysis of the loads and evaluating multiple design alternatives for best lifecycle cost, Distribution piping and connections, Heating system redesign and optimization, Reduce steam pressure, Steam pressure control, Steam to hot water system conversion, plate and frame heat exchangers, Steam trap retrofits

Cogeneration/Combined Heat and Power Systems, Biomass and Biogas heating and cogeneration plant, Cogeneration/CHP systems

Thermal energy storage systems, Variable volume pumping, Water side economizers (free cooling), onsite generation, backup power and demand response systems

WATER CONSERVATION

Under this contract we will offer Sourcewell members the following products and services, in addition to any new water conservation products and services that are added or changed during the term of the contract.

Retrofit flush valves, showerheads, faucets, toilets, automated water systems, Cooling tower retrofits, Ice machine upgrades, High efficiency domestic water heaters, Waste heat recovery, Leak detection, Utility bill analysis

FACILITY CONSTRUCTION:

Under this contract we will offer Sourcewell members the following products and services, in addition to any new items that are added or changed during the term of the contract.

Metal frame, Wood frame, Concrete, Concrete slab, Concrete block, Poured concrete, pre-cast concrete, Pile foundations, Brick, Stucco, Siding (Metal, fiber cement, vinyl, wood), Cladding, Roofing, electrical, plumbing, low-voltage, and other interior and exterior components of a functional building to make a complete and usable facility.

ELECTRIC SYSTEM IMPROVEMENTS

Johnson Controls' electrical system solutions focus on energy conservation through the electrification, energy development and management, and storage of energy loads.

Under this contract we will offer Sourcewell members the following products and services, in addition to any new electric system improvements that are added or changed during the term of the contract.

Electrification to Support Green Energy Goals

Energy efficient transformers, Heat recovery living units and rebalancing, Electric hot water boilers, Electric Steam Boiler, LED lighting retrofits, Medium voltage distribution units, Medium voltage standby generator systems, Electrical and Utility system upgrades required for renewable and electrical system interconnection, Electrical system upgrades required for electrification of heat, switchgear, code compliance upgrades, and any other electrical upgrade required to support the equipment installed.

CONNECTED TECHNOLOGIES

Johnson Controls provides integrated control systems, security systems, fire-detection systems, equipment, and other Connected Technology integration services. These include:

Audio-Visual, Data Cabling, LAN/WAN/Voice, Distributed Antenna Systems, Nurse Call Systems, Security Systems, HL7 Integrations

Under this contract we will offer Sourcewell members these products and services, in addition to any new Connected Technologies products and services that are added or changed during the term of the contract.

SECURITY SYSTEMS

Under this contract we will offer Sourcewell members the following products and services, in addition to any new security products and services that are added or changed during the term of the contract.

24/7 remote monitoring, Access control, Advanced video surveillance, Gunshot & Weapons detection solutions and integrations, Intrusion detection, Operational Intelligence & Loss Prevention, Cybersecurity Offerings, drone detection

FIRE, LIFE-SAFETY & HAZARD PROTECTION

Under this contract we will offer Sourcewell members the following products and services, in addition to any new Fire, Life Safety, and Hazard protection products and services that are added or changed during the term of the contract.

Fire alarm systems, Fire sprinkler systems, Fire suppression systems, Mass notification systems, Special hazard solutions, Extinguishers, Mass Notification, Fire Alarm 24/7 remote monitoring

SPECIALTY SYSTEMS

Under this contract we will offer Sourcewell members the following products and services, in addition to any new specialty systems that are added or changed during the term of the contract.

Laundry systems, Vending systems, Vending economizer systems, Kitchen ventilation, Kitchen hoods, Kitchen equipment and fuel conversion, High efficiency water heating and ice-making, Instantaneous hot water heating and removal of storage tanks, Waste heat recovery for dryers and chillers, Conversion of electric equipment to gas, Water savings measures for recreation, kitchen, and laundry, Ozonated laundry upgrades

Pool Systems, Ice Rinks, and Recreational Spaces:

Pool and recreational area water conservation, Pool and recreational space indoor air quality measures, Pool chlorine and chemical management, Pool covers, Pool dehumidification, Pool heating, Pool heat recovery, Pool area optimization, other pool systems, Pool ventilation, Ice plant systems, Ice plant heat recovery, Ice Rinks systems

Curling rink systems, Curling and ice rink slab replacement, Ice rink dehumidification, RinkSense for Zamboni water, Rink resurfacers and related systems, Gymnasium ventilation, heating, and cooling Additional Systems

Back-up power, Laboratory fume hoods, Loading dock air curtains, Ceiling systems, Electrical power systems, Emergency generators, Turbine generators, Switch gear, Elevator modernization, Waste management, Waste compactors, Air and water balance, Power factor correction, Fleet management, Start-up and commissioning, High efficiency water heating, Instantaneous hot water heating and removal of large storage tanks, Waste heat recovery for dryers and kitchens, Conversion of electric kitchen equipment to gas, Water savings measures for kitchen and laundry, Ozonated laundry upgrades, Kitchen equipment, Dishwasher replacement, Walk-in coolers optimization, Exhaust system optimization, Kitchen design, Laundry systems

BUILDING SERVICES AND PARTS

Startup and Commissioning Services:

Performance Testing Procedures, Equipment Operating Parameters, General Commissioning Schedule

Warranty Walk-Through and Other Requirements
Project Requirements and Design Intent
Testing Certification Requirements
Roles and Responsibilities

Recommissioning:

Recommissioning (RCx) is a very popular measure for ESPC projects. An RCx program ensures that the existing equipment in the building is operating at optimal efficiency. Over time, the occupancy of a building changes due to many factors, such as reconfigured spaces, new equipment, and changes in personnel levels. When these changes occur, the building's preconfigured systems and settings become out of date and ineffective.

Service and Maintenance:

Under this contract we will offer Sourcewell members the following products and services, in addition to any new service and maintenance agreements that are added or changed during the term of the contract.

All types of service and maintenance agreements, Preventive and predictive maintenance agreements (all coverage options from basic to premium) for all equipment and solutions that we provide, Repair services, 24/7 emergency service, Predictive and diagnostic services such as (but not limited to) Vibration Analysis, Oil Analysis, Refrigerant Analysis, Replacement parts, Design and construction services, Refrigerant compliance reporting, Connected services, Remote Operations Center (ROC) agreements, Remote monitoring of alarms, Special 24/7 emergency service

Parts:

There are a few options for parts programs that can be discussed:

Standard Program – All parts are provided locally through our 250 + YORK distributors and branches.

National Account Factory Direct Parts – Parts can be provided direct from our factory.

Online Self-Service Parts Ordering Tool

Johnson Controls will work directly with Sourcewell members to establish definitions between critical and non-critical spare parts in order to ensure we have the critical parts ready for immediate shipment and

installation at a specific location should they not be on hand at a local branch. These discussions will help to establish costs associated with the provision of spare parts. For instance, if the part is seen as a staple to ensure ongoing operation of our equipment and is included within the Planned Service Agreement, that part will then be included in the PSA contract cost.

EQUIPMENT RENTALS

Heating equipment, Cooling equipment, Fans, Stand-by air conditioners, Blowers, Heat exchangers, Cooling towers, Chillers, Pumps, Transformers, Generators, Cooling Towers, Package Units, Various HVAC equipment

SITE SURVEYS AND ENERGY AUDITS

Johnson Controls provides site surveys and energy audits for any type of facility or campus. These surveys and audits are a critical part of any ESPC project.

All types of building and site surveys and audits, Comprehensive building surveys, Energy audits, Building audits, Utility audits, Investment Grade Audits (various ASHRAE levels), Equipment condition reports, Security infrastructure surveys, Technology infrastructure surveys, Building to business systems integration assessments, Facility optimization

A comprehensive building survey encompasses the following activities:

General Survey, Lighting Survey, HVAC Systems Survey, Equipment Metering/Performance Survey, Controls Survey, Automation System Survey, Chilled Water System Survey, Heating Plant Survey, Water/Sewer Usage Survey, Renewable Energy Survey, Security System Survey, Financial Survey, Review Master Plans for Additions/Renovation

ALTERNATIVE FUNDING TEAM

We have an in-house Grant Services team positioned to help (writing and submitting and reporting) with grant funders to gain additional funding and successfully apply for the appropriate funds. Our team will identify and help apply for applicable grants, rebates, and incentives so you can make more improvements to your facilities and infrastructure, reduce total cash outlay, and realize more significant savings. We will support the application process with applicable grant funders and help with writing up and securing funding from available sources.

AWARENESS PROGRAMS

Johnson Controls has experience developing and delivering Awareness programs to promote the benefits of the measures and technologies installed as part of an ESPC project. Awareness campaigns can instill personnel, partners, and the larger community with acceptance and excitement for the project and help encourage energy efficiency practices in general.

Awareness can include the generation of media coverage, in-person presence and engagement, the development of project websites, project videos, informational electronic kiosks, and digital and information campaigns.

<p>37</p>	<p>What is your process for measurement and verification?</p>	<p>Measurement and Verification Measurement and Verification (M&V) is the term given to the process of quantifying savings delivered by an ECM. This process demonstrates how much energy the ECM has avoided using and enables the energy savings delivered by the ECM to be isolated and fairly evaluated.</p> <p>Why Use M&V? M&V helps validate the performance of ECMs throughout the life of the project. This validation has many benefits:</p> <ul style="list-style-type: none"> Verify Achievement of Guaranteed Cost Savings: M&V enables you to annually verify that the ECMs have achieved the guaranteed savings. Transfer Risk from Your Organization to Johnson Controls: We assume the risk in the form of a first party guarantee. We maintain a vested interest in the overall performance of the project because we do not "sell" the risk to an outside insurance provider. Benefit from Added Services: If budgeted for in the M&V plan, the M&V engineer can work with your staff on the implemented ECMs, help optimize the system, consult on new projects, and educate the non-facilities staff about the project and its goals. Monitor Performance of Installed Equipment: M&V helps you monitor performance, enabling service personnel to quickly alleviate performance issues. Keep Your Energy Budget on Target: If budgeted for in the M&V plan, the M&V engineer can enhance the M&V report to show the energy use in your facilities and help you identify where to make improvements in order to reach your budget goals. Prove You Made the Right Decision with the Performance Contract: An M&V report compares your energy use from before and after the Performance Contract. You will be able to show exactly how much money you are saving on energy costs due to the Performance Contract improvements. Secure Government or Utility Incentives: An M&V plan can help you qualify for government and utility incentives by demonstrating that you have a plan for ensuring the efficiency improvements. An M&V report can also help with reporting and compliance requirements that accompany the incentives. <p>How Does it Work? Johnson Controls' Sustainable Infrastructure team uses the International Performance Measurement & Verification Protocol standards (IPMVP 10000-1:2016) to measure and verify savings created by our performance contracts.</p> <p>We determine energy savings by comparing the energy use before and after the installation of the ECMs, making appropriate adjustments for changes in conditions. The energy use "before" installation is called the baseline. The energy use "after" installation is referred to as the Performance Period energy use.</p> <p>Baseline We establish the baseline by documenting conditions (in terms of unit energy consumption, energy efficiency, or other performance parameters) over a defined time period. Typically, a baseline is established for each utility type and ECM. The baseline shows the pre-installation operation of the facility in terms of:</p> <ul style="list-style-type: none"> Hours of use on a daily/monthly/yearly basis Corresponding energy consumption performance for the hours of use <p>The baseline analysis shows your biggest energy draws, which can help identify which ECMs you should consider.</p> <p>Performance Period After installation of the ECM, M&V professionals take Performance Period measurements and calculate the energy savings. We calculate energy savings with the following formula: Savings = Baseline Use - Performance Period Use +/- Adjustments</p> <p>The M&V professional determines if the ECM met the energy savings guarantee or if a shortfall exists. It is important to realize that savings are not directly measured, and all savings are estimated values. The accuracy of these estimates, however, will improve with the number and quality of the measurements made.</p> <p>The M&V Report The M&V professional creates a yearly report that documents the efficiency of your facility. The report documents:</p> <ul style="list-style-type: none"> What you had (Existing conditions) What we did (Summary of ECM improvements) What you saved (Verified energy savings) What can be improved (Opportunities for greater savings) <p>The report contains a project summary, a description of activities that impacted the project, the baseline and Performance Period measurements, the calculated energy savings, and future projections. If budgeted for in the M&V plan, the report can be enhanced to include recommendations on how to improve the energy efficiency of your facility.</p> <p>How Should We Measure and Verify Performance? For many projects, savings may be verified with a minimum of measurement and at a minimum cost. Other projects may call for a more rigorous approach to M&V. Customers must balance M&V costs versus their exposure to risk.</p> <p>Our performance contracts offer four M&V options based on the IPMVP standards.</p> <p>Options A and B are Retrofit Isolation methods that look only at the affected equipment or system independent of the rest of the facility. Options C and D are Whole-Facility methods that consider the total energy use and de-emphasize specific equipment performance.</p> <p>Option A – Retrofit Isolation with Key Parameter Measurement Simplest and cheapest option Measures only key performance parameters and estimates others Measurements can be one-time, periodic, or continuous. Enables you to verify improvement measures separate from the energy use of the rest of the facility Best for lighting retrofits, high-efficiency motors, domestic water fixtures, and boiler retrofits</p> <p>Option B – Retrofit Isolation with All Parameter Measurement More comprehensive than option A All calculation values are measured Measurements can be one-time, periodic, or continuous. Enables you to verify improvement measures separate from the energy use of the rest of the facility Best for Variable speed drives, Solar PV, and Lighting with or without occupancy controls</p> <p>Option C – Whole Facility Analysis Holistic approach that looks at the whole facility instead of single ECMs. Requires continuous, long-term metering at the facility or sub-meter level. Analyzes collective benefits of all improvement measures Best for projects with multiple high-impact ECMs or when ECMs interact with one another</p> <p>Option D – Calibrated Simulation of Energy Use Computer-modeled simulation of energy use For whole or partial facilities Powerful tool requiring hourly or monthly billing data and an experienced modeler Best for projects where no baseline data exists (new construction) or where there are multiple improvement measures</p>
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38	Describe in detail the methodology your firm normally uses to compute baseline of energy and water use as well as performance.	<p>We establish the baseline by documenting conditions (in terms of unit energy and water consumption, energy and water efficiency, or other performance parameters) over a defined time period. Typically, a baseline is established for each utility type and ECM. The baseline shows the pre-installation operation of the facility in terms of:</p> <ul style="list-style-type: none"> Hours of use or gallons used on a daily/monthly/yearly basis Corresponding energy or water consumption performance for the hours of use <p>The baseline analysis shows your biggest energy and water draws, which can help identify which efficiency measures you should consider.</p> <p>Savings Calculations: Best Practices Standardized</p> <p>Predictability is key when you are counting on results from your energy savings program. To be able to deliver consistent, accurate and therefore predictable energy savings, Johnson Controls' Sustainable Infrastructure team has collected a wealth of best-practice energy savings calculations from our extensive engineering talent. This compilation of calculations is packaged in a way that compresses the project development cycle, increases the accuracy of savings calculations, and significantly improves our M&V capability.</p> <p>The Sustainable Infrastructure team's engineers and project managers have access to a library of calculations for commonly used improvement measures. The industry status quo when not using third-party building modeling software has been to use calculations from a variety of sources (such as spreadsheets, vendor proprietary software or rules of thumb).</p> <p>At other firms, some engineers generate their own calculations, some borrow them from previous projects, while others purchase calculations. This introduces a great deal of variation — and the quality of the calculations are tied to each engineer's capability to perform the calculations. Recognizing this, Johnson Controls made a significant investment to leverage our collective engineering experience into a standardized calculation tool for the ultimate benefit of our clients.</p> <p>These calculations work equally well for identifying preliminary savings or investment grade audit savings. They simplify the process of presenting various savings scenarios to our customers to aid in making final decisions regarding project scope.</p> <p>Our M&V professionals also use these calculations to compare actual savings more accurately to guaranteed savings. Each input parameter and measurable value is presented in an easily identifiable and documentable format. This reduces the risk of a performance contracting program falling short of its financial objectives.</p>
39	How is a performance guarantee provided (self-guarantee or third party)?	<p>Our performance guarantees are self-guaranteed.</p> <p>Past results and the manner that your selected ESCO addresses their guarantee should be critical to your selection of process. When partnering with Johnson Controls, you can be assured that we will be in this business long beyond your guarantee period. We hold the largest market share in the industry, but we are also the only ESCO that has worked consistently in this business since the industry's beginning. Even some of the larger ESCOs have varied their focus on performance contracting, depending on the marketplace or disruption when a company is acquired by another entity. Johnson Controls has continuously invested to bring our customers the most comprehensive guaranteed solution to the table. Last fiscal year, our payout for shortfalls was less than 0.02% of total guaranteed. This overall number illustrates our high level of performance. In the rare case where savings do not match our estimates, we honor our guarantee and cut you a check for the difference. What's more, our performance contracting customers are realizing energy savings that exceed projections by 15 to 20%.</p> <p>We have a straightforward process that defines, measures, tracks, and reconciles performance contracts in a fair and transparent manner.</p> <p>Our process, outlined below, has been refined through the implementation of more than 3,000 projects:</p> <ul style="list-style-type: none"> Johnson Controls guarantees the savings amount in the contract. We begin monitoring the savings performance at the onset of the construction period and continue throughout the guarantee period. At the same time, we suggest and implement operational enhancements to fine-tune the overall performance. We monitor savings during the year, produce scheduled reports that describe the results, and reconcile the guarantee at the end of each year (or as dictated by the M&V plan). If the dollar savings are equal to or greater than the guaranteed amount, customers receive all of the excess benefit. If there is a shortfall, Johnson Controls will pay the difference between the actual and the guaranteed amount in the form of a check or as additional equipment and services. We repeat the annual tracking and reconciliation process each year throughout the term of the agreement.
40	How is insurance provided (self-guarantee or third party)?	<p>Johnson Controls is self-insured. We use Old Republic Insurance Co. to provide insurance for our projects.</p>
41	With guaranteed savings contracts, how do you handle a situation where a performance guarantee is not being met?	<p>Our performance contracts collectively generate annual savings of approximately \$300 million to \$400 million for our customers. On average, we achieve an accuracy rate greater than 99.5% in delivering on guaranteed savings. In 2021, we paid just over \$1.1 million in shortfall payments to a total of 19 customers.</p> <p>On the rare occasion when savings performance does not meet annual guarantees, we have honored our commitments and reimbursed the customer. We also made the necessary improvements to ensure the issues were corrected and customer satisfaction was achieved.</p> <p>Shortfalls occur for a variety of reasons including unique project scope, equipment installed, and unusual weather conditions. Often the shortfall is the result of equipment selected for a project not being delivered to the customer's facility according to schedule and, therefore, cannot be installed and begin generating savings within the originally intended timeframe, resulting in a lower-than-expected energy savings at the end of the performance period. Other reasons for shortfalls may be the result of inaccurate or aggressive savings calculations based on anticipated equipment performance levels. If an installed product or piece of equipment does not perform as specified, savings are not generated at the level anticipated and result in lower energy savings.</p> <p>In all cases, we take steps to correct or eliminate the reason for the consumption savings shortfall so that it does not recur in future years.</p>

<p>42</p>	<p>How do you maintain transparency with clients regarding M&V results?</p>	<p>Johnson Controls and our Sustainable Infrastructure team ensures transparency with clients as it pertains to M&V results through the following methodology.</p> <p>Clearly define M&V objectives: Johnson Controls' Sustainable Infrastructure team clearly defines the objectives of the M&V process, including the parameters that will be measured, the baseline, and the expected savings with our customers. This will help client stakeholders understand the purpose and scope of the M&V process.</p> <p>Use standardized protocols: We carefully adhere to standardized M&V protocols developed by international organizations like the IPMVP. These protocols provide guidelines for conducting M&V in a transparent and consistent manner.</p> <p>Document the methodology: Johnson Controls' Sustainable Infrastructure team carefully documents the M&V methodology, including the data collection methods, calculations, and assumptions used. This documentation is made available to customer stakeholders and is regularly reviewed and approved by Johnson Controls' Sustainable Infrastructure team and our clients.</p> <p>Independent third-party verification: We consistently include an independent third party to verify the M&V results to help ensure objectivity and credibility in the process.</p> <p>Regular reporting: Providing regular reports on the progress and results of the M&V process is of key importance. These reports clearly present the data, calculations, and findings in a transparent and understandable manner to the customer. We are sure to highlight any significant deviations or uncertainties that may impact the results.</p> <p>Stakeholder engagement: Johnson Controls' Sustainable Infrastructure team engages client stakeholders throughout the M&V process, and we request input, address concerns, and provide opportunities for each client to review and provide feedback on the M&V results.</p> <p>Data transparency: Another way Johnson Controls' Sustainable Infrastructure team ensures transparency in the data used for M&V is by providing the customer access to the data sources, methodologies, and assumptions used.</p>
<p>43</p>	<p>State whether work is completed by the Contractor or by a subcontractor for each category of measure (auditing, design, procurement/supply of equipment from vendors and manufacturers, engineering, construction management services, lighting, HVAC, controls, monitoring & verification, etc.)</p>	<p>Johnson Controls and our Sustainable Infrastructure team have the in-house capability to self-perform a wide range of services including but not limited to auditing, design, procurement/supply of equipment from vendors and manufacturers, engineering, construction management services, lighting, HVAC, controls, monitoring, and verification. As the ESPC managing firm, we also have the contract management expertise to know when it is appropriate to outsource some functions. We do involve the use of subcontractors for a variety of project disciplines including engineering design (60-100% design), major equipment installation and start-up, heavy construction, specialized technologies, and plumbing.</p>

<p>44</p>	<p>Describe how subcontractors are selected. Also comment on your ability to competitively select subcontractors.</p>	<p>Subcontractor Selection Selecting subcontractor partners for your project is conducted on a client-specific basis to ensure we choose the best match for the Sourcewell member We work collaboratively with the Sourcewell member's outreach team. We will work with the Sourcewell member's preferred contractors. We ensure people pass a thorough quality assessment and background check. This approach gives us the flexibility to reach agreements that provide the greatest benefit to each specific Sourcewell member and site. And, recognizing that each client has a specific culture, we seek to find firms that will complement and align well with the client to ensure a strong working relationship. Selection Process Effective subcontractor management begins with screening through a competitive bid process, maximizing the use of local firms. We evaluate our partners for financial capability, technical excellence, past performance, personnel qualifications, ability to meet specifications and the realism of their cost. Our process also includes reference checks, a financial status review and a site visit to a comparable project where appropriate. We then work with you to select the partner that can provide the best value for the Sourcewell member in terms of quality, cost and responsiveness. We negotiate a contract with the terms and conditions that provide the best mechanism for managing services or materials while being fair to all parties. Our performance-based contracts with partners assure us of obtaining quality service. Our vendor management plans enable us to track and control costs and performance as closely as if we were doing the work ourselves. Most importantly, we retain full accountability for all work our subcontractors perform. To control costs and ensure quality contractors and suppliers, we use a pre-qualification step in our overall RFP process. We work with our suppliers and contractors to obtain longer pricing assurance on prices to control costs, requesting fixed pricing guarantees for an extended period which allows time for various customer approvals to take place. Responses from potential subcontractors are solicited in the form of an RFP, requesting information on pricing, labor rates, safety standards, safety records, and financial ability of the subcontractors. We seek bids from multiple subcontractors in the form of Pipeline Suites to assist in obtaining bids on behalf of the Sourcewell member. Multiple bids also helps ensure we obtain competitive pricing. We then can compare all responses against a matrix to make final selections. We typically negotiate fixed-price contracts with our subcontractors. Our subcontracts include a defined scope of work and specific contract deliverables to control associated costs. We include a requirement within all our subcontracts to conduct periodic inspections of the subcontractor's own budget, invoices, and suppliers related to the project. If the Sourcewell member has a preferred contractor or supplier, the Sustainable Infrastructure Team will connect directly with the members partner to obtain a proposal that meets the specific scope of work. Depending on the structure of the prime contract, we may include performance-based incentives. Our Commitment to Local Subcontractors Our local presence in cities around the world has allowed us to develop strong relationships with contractors who have a proven track record of delivering and meeting our expectations, and those of our clients. Our approach balances best value with local contractor considerations. We always seek to maximize the use of local firms, as well as participation from minority and women-owned businesses. Johnson Controls' Commitment to Supplier Diversity: Diversity business development is the set of commercial and purchasing processes that incorporate diverse-owned businesses as elements of our product and service offerings. It is a strategic business imperative that supports our mission to exceed customers' increasing expectations. As such, goal attainment and progress is reviewed and communicated throughout the organization on a monthly basis. We understand that diversity business development is a team effort and requires the support of each Johnson Controls office, facility and account. Execution/Accountability: Johnson Controls has a diversity business initiative that is directed by senior management and is integrated into our corporate strategy. A diverse business is defined as a company that is at least 51% owned, managed, and controlled by one or more minority persons, or non-minority women, or a small business that conforms to guidelines established by the United States Small Business Administration, or a historically underutilized business based on local country definitions. We do business with more than 300 diverse suppliers, representing more than 30 product and service categories. Our operations managers aligned to each Sourcewell member project will make every effort to use our local employees, local contractors and local suppliers, to ensure the project is good for the community, as well as for the Sourcewell member. Johnson Controls will also make every effort to partner and subcontract with those firms that have served a particular member well and in the past and have earned the right to be associated with the project. Most importantly, Johnson Controls retains full accountability for all work our subcontractors perform.</p>
<p>45</p>	<p>Since several efficiency measures are affected by weather, describe how you perform weather corrections.</p>	<p>Weather corrections will be performed by the performance assurance engineer as part of the M&V of any project. There are slight differences in how weather corrections are performed depending upon the project M&V plan. In the event of an abnormally mild heating or cooling season where savings are lower than expected, the usage is also lower than expected, and the Sourcewell member's utility spend is lower resulting in overall savings. In any season where more energy is used than expected due to an abnormally warm summer or cold winter, the project will help save more than expected for the Sourcewell member resulting in project savings. To account for such changes in weather, a regression analysis may be performed depending upon the magnitude of the savings being verified. The regression allows for the development of a correlation between weather and energy consumption as expressed by an equation. This equation can then be used on a yearly basis to "normalize" energy consumption to the baseline weather year, thereby negating the weather effect on energy consumption as described above.</p>
<p>46</p>	<p>Do you measure equipment loads? If so, do you measure or stipulate, and what is the impact if they change?</p>	<p>Yes, Johnson Controls' Sustainable Infrastructure team measures equipment loads as required by the selected M&V protocol. Initial operating loads are initially determined using data loggers and appropriate calibrated instruments that capture equipment loading. In many cases involving replacement of equipment with more energy efficient equipment, the loads would be stipulated based on previously measured and/or determined values since the existing equipment would have generally seen the same load change. For many controls-type savings measures, the future increase in a building load would yield to greater savings over the life of the project and a decrease in load would lead to less utility usage by the Sourcewell member and greater overall savings.</p>

<p>47</p>	<p>Who is responsible for initial and long-term equipment performance? How is this verified and what will be done if the equipment performance does not meet expectations?</p>	<p>Johnson Controls maintains full accountability and responsibility over the entire project. Overall project design, equipment selection, installation and commissioning, and performance are the responsibility of Johnson Controls' Sustainable Infrastructure team. We will be responsible for any failure of the project to produce the projects benefits at the time of commissioning and to make any adjustments or improvements as necessary to rectify the shortfall. The Sourcewell member will be involved in the commissioning process and Johnson Controls' Sustainable Infrastructure team will continue making adjustments and improvements as necessary until the member is satisfied that the project and related equipment are fully commissioned and performing in accordance with the design standard.</p> <p>We will also be responsible for any failures during the one-year warranty period of our design and workmanship, and for any equipment failures during the one-year equipment warranty. Installed equipment will also be subject to the manufacturer's warranties. After the warranty periods provided by Johnson Controls, the Sourcewell member will be responsible for making warranty claims on any equipment that fails to perform in accordance with manufacturer's specifications, except to the extent such failure is a result of or relates to the acts or omissions of Johnson Controls or our Sustainable Infrastructure team. Equipment failures outside the Johnson Controls' warranty period may also result in an Adjusted Energy Baseline, or, where insufficient data exists to prepare an Adjusted Energy Baseline, by the parties agreeing that the scheduled savings will be deemed achieved.</p> <p>In some cases, extended warranties and service plans are included in ESPC projects. During the warranty period, Johnson Controls and our Sustainable Infrastructure team takes full responsibility for the performance parameters of the installed equipment. If the performance of a piece of equipment does not meet expectations, then we would take the following steps.</p> <ol style="list-style-type: none"> 1. Determine the cause. If failure was due to the equipment being misused, damaged, or repurposed, then the Sourcewell member would be responsible for replacement or repair costs. However, if the equipment was improperly installed by Johnson Controls or our engineering was incorrect, then Johnson Controls would be fully responsible for said equipment. 2. Sourcewell members are responsible for proper usage, maintenance, upkeep, and working environment for equipment and systems as outlined in the audit. However, maintenance and repairs can be shifted to Johnson Controls through contractual agreement. Operating equipment outside of the normal operating parameters could void a warranty. 3. In the case the usage has changed, we would seek a modification of the Baseline Energy Guarantee. 4. Regardless of cause, Johnson Controls will stand with the Sourcewell member to seek assistance from the manufacturer. For example, to support a large regional wastewater treatment facility, Johnson Controls took legal action against a manufacturer on behalf of the client for equipment that did not perform according to spec. <p>Johnson Controls takes full financial and technical risk for the project. Long-term equipment performance is guaranteed through the M&V process and will be performed as intended. All equipment is guaranteed for a minimum of one year.</p> <p>For some companies, the project essentially ends when the punch list is completed. Not the case with Johnson Controls and our Sustainable Infrastructure team. We understand the importance of protecting the Sourcewell member's investment long-term and place great emphasis regarding ongoing service support. Sourcewell members also have the option to purchase maintenance services from Johnson Controls, the largest service provider in the United States. We will implement services that are in the best interest of the Sourcewell member and its facility occupants.</p>
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48	Describe how you verify project savings (e.g., equipment performance, operational factors, energy use) and the impact on M&V costs.	<p>Savings Verification</p> <p>Johnson Controls and our Sustainable Infrastructure team follows the IPMVP along with Federal Energy Management Program (FEMP) guidelines to measure and verify savings. Utilizing these standards, we offer four general approaches to assessing savings – Options A, B, C, and D – and these approaches are designed to cover the spectrum of project complexity.</p> <p>Option A: Retrofit Isolation with Key Parameter Measurement Option A is based on a combination of measured and estimated factors when variations in factors are not expected. Measurements are spot or short term and are taken at the component or system level, both in the baseline and post-installation cases. Measurements should include the key performance parameter(s) which define the energy use of the ECM. Estimated factors are supported by historical or manufacturer's data. Savings are determined by means of engineering calculations of baseline and post-installation energy use based on measured and estimated values. Direct measurements and estimated values, engineering calculations, and/or component or system models are often developed through regression analysis. Adjustments to models are not typically required.</p> <p>Option B: Retrofit Isolation with All Parameter Measurement Option B is based on periodic or continuous measurements of energy use taken at the component or system level when variations in factors are expected. Energy is measured continuously. Periodic spot or short-term measurements may suffice when variations in factors are not expected. Direct measurements, engineering calculations, and/or component or system models often developed. Savings are determined from analysis of baseline and reporting period energy use through regression analysis.</p> <p>Option C: Utility Data Analysis Option C is based on long-term, continuous, whole-building utility meter, facility level, or sub-meter energy (or water) data. Savings are determined from analysis of baseline and reporting period energy data. Typically, a simple comparison is usually used but regression analysis may be used to adjust for independent variables. Baseline consumption less actual consumption times current utility rate.</p> <p>Option D: Calibrated Computer Simulation Based on computer simulation model calibrated with whole-building metered data or both. Adjustments to models are required. Computer simulation software is used to model energy performance of a whole facility (or sub-facility). Each ECM will be assigned a funding source (incentive) that will dictate the type of M&V option utilized.</p> <p>Operational Cost Savings Operational savings associated with improvements will be evaluated and quantified. Only hard cost savings will be considered and will be previewed with Sourcewell member representatives to ensure validity.</p> <p>Lifecycle cost analysis for projects will be performed. Lifecycle costs include the maintenance cost for aging equipment, as well as the anticipated replacement cost for old equipment. Lifecycle costing compares two separate scenarios, while using accepted accounting principles to align both scenarios on a comparable basis. This type of analysis validates replacement of older, less efficient equipment with new energy efficient systems that are more reliable and are less expensive to maintain. In addition to energy and operational savings, we will explore other areas to increase efficiency.</p> <p>The results of all ECMs calculations and the associated cost estimates for the individual ECMs will be presented. We will present all savings, project cost, and payback data on a single worksheet. These calculations will enable the client to actually create a project set that best fits functional and economic needs. This selection of ECMs will be conducted in a workshop meeting where we will prioritize the ECMs and develop the final selection.</p> <p>Operational savings must be mutually agreed upon. During the detailed study, we will meet with Sourcewell member facility personnel to review any identified operational savings.</p> <p>M&V Cost Impact We do not charge a premium to provide a project performance guarantee for an EPC project. However, there is a cost for Measurement and Verification (M&V) services. M&V Services must be performed by Johnson Controls in order to provide a guarantee of savings.</p> <p>M&V Service agreements are paid on an annual basis and are paid for by the savings generated through the project. There is no out of pocket expense. These services are renewed annually and can typically be cancelled with a 30-day written notice. For many projects, savings verification only requires minimal measurements and costs. However, other projects may require a more rigorous approach. Customers must balance M&V costs versus their exposure to risk.</p>
49	Clarify how project delays are handled. For example, failure to implement a viable project in a timely manner costs the institution in the form of lost savings, and can add cost to the project (e.g., construction interest, re-mobilization).	<p>We will meet with the Sourcewell member's team regularly to plan the installation, update the schedule and adopt any strategies to mitigate any delays, regardless of responsibility. If potential delays are identified, both parties will develop a method to mitigate the delays to keep the project on schedule. Johnson Controls will absorb all increased project costs as well as lost savings arising from any delays caused directly by Johnson Controls or our subcontractors.</p> <p>The ECM installation schedule is outlined in a Gantt chart for our customers. Potential delays are minimized by the depth of Johnson Controls' personnel and the details incorporated in the schedules. All Johnson Controls personnel have back-up and support to protect the timely installation of ECMs. In the event that a delay does occur, Johnson Controls will communicate quickly and effectively with the Sourcewell member to make the appropriate personnel aware of the delay and to discuss the potential impact and solution options.</p> <p>Delays of any nature that are outside the control of Johnson Controls will be tracked, documented, and accessed. Johnson Controls Sustainable Infrastructure team will notify the Sourcewell member of any cost associated with delays caused by the actions or inactions of others. Johnson Controls will submit documentation and requests to recover the cost associated with any schedule impact. The schedule impact will be addressed with a day for day extension of the schedule for that portion of the work. If the delays outside the control of Johnson Controls prevent project savings from being realized on time, the Sourcewell member will be responsible for financial penalties accrued.</p>
50	Clarify how you handle a premature facility closure, loss of funding, or other major change.	<p>Johnson Controls and our Sustainable Infrastructure team are equipped to effectively manage unforeseen circumstances such as premature facility closure, loss of funding, or any other major changes. We address these situations by making necessary adjustments to the baseline, allowing us to adapt and ensure continued success in delivering our services.</p>

<p>51</p>	<p>What is your approach to long-term preventative maintenance?</p>	<p>Our Planned Service Agreements (PSAs) protect the Sourcewell member's investment and reduce costly system downtime by combining experienced factory-certified personnel, advanced technology, and a supporting service organization of more than 160 branch offices across North America. We customize value-driven solutions to achieve your specific goals through a combination of long-term Reactive, Proactive, Preventive, and Predictive Maintenance. By using the optimal mix of services, we lower the Sourcewell member's risk and lifecycle costs, eliminate unnecessary scheduled maintenance tasks, minimize service calls, and extend equipment life. To help each member accomplish their facility operational objectives, our services align with the 5 Values of Planned Maintenance:</p> <ol style="list-style-type: none"> 1. Identify Energy Savings Opportunities: Because facility equipment accounts for a major portion of a building's energy usage, keeping each member's system performing at optimum levels may lead to a significant reduction in energy costs. 2. Reduce Future Repair Costs: Routine maintenance to maximize the life of the Sourcewell member's equipment and reduce equipment breakdowns. 3. Ensure Occupant Comfort: A comfortable working environment enables occupants to be more productive 4. Health and Safety: When proper indoor conditions and facility requirements are maintained, operational results may be improved by minimizing absenteeism and reducing accidents. 5. Protect the Environment: Greenhouse gas emissions can be minimized by maintaining equipment at peak efficiency, inspecting for refrigerant leaks and managing refrigerant charges. <p>We recommend that Sourcewell members use a customized maintenance program with elements of all of these methods. Our first recommendation is that any program should address the manufacturer's recommended preventative maintenance tasks for all of the Sourcewell member's equipment. Beyond that, an effective strategy applies an optimum mix of different approaches weighing the risk, cost, and consequences of failure. Establishing this proper mix and focusing on continuous improvement are equally important for success.</p> <p>Under this contract we will offer Sourcewell members the following products and services, in addition to any new service and maintenance agreements that are added or changed during the term of the contract.</p> <p>Types:</p> <ul style="list-style-type: none"> All types of service, operation, and maintenance agreements Preventive and predictive maintenance service agreements (all coverage options from basic to premium) for all equipment and solutions that we provide. Repair services 24/7 emergency service Predictive and diagnostic services such as (but not limited to) Vibration Analysis, Oil Analysis, Refrigerant Analysis Replacement parts Design and construction services Refrigerant compliance reporting Connected services Remote Operations Center (ROC) monitoring for key equipment or systems
<p>52</p>	<p>Describe your capability to implement the following energy conservation measures (ECMs):</p> <ol style="list-style-type: none"> a. Lighting b. Water and sewage c. Simple heating, ventilating, and air-conditioning (HVAC) controls d. HVAC packaged system replacement, boilers, and chillers e. Building envelope systems f. Other (please explain) 	<p>Johnson Controls Sustainable Infrastructure team is a leading construction firm throughout North America and we are currently implementing over 411 projects across the United States and Canada. We understand the unique challenges faced during the construction phase based on over 40 years of implementing and construction energy conservation measures for a wide variety of customers, project sites and geographies. We have a proven track record of developing and implementing a construction plan in a manner that meets customer needs without impacting their daily operations or operational budget.</p> <p>We approach the implementation and construction as a unique event and handpick the construction team with the most experience for the project. The dedicated Project Execution team will be intimately involved in the development of the project, design, and implementation until completion of all construction tasks. These tasks include the implement project construction operating procedures, documentation requirements, safety training and security requirements. During construction, a dedicated construction manager will plan and control the project schedule and quality, coordinate, communicate and execute the work as planned, administer changes, direct contractors, personnel, and solve any problems that may arise. They will also communicate closely and regularly with the Sourcewell member and their designated personnel and subcontractors. Their ultimate goal and final responsibility are to meet your objectives while maintaining safety and satisfying the needs of the Sourcewell members stakeholders.</p> <p>We have the experience and capabilities to implement all the ECMs specifically mentioned and are providing highlights of the expertise below.</p> <ol style="list-style-type: none"> a. Lighting: For over 15 years, Johnson Controls has had a dedicated lighting team to implement ECMs related to lighting design, implementation, and system management which we have the ability to leverage if and when needed. We have 35 people that are dedicated lighting personnel who complete on average 20-25 lighting projects per year. In addition to LED replacement projects, Johnson Controls can design an intelligent, adaptable, energy-efficient lighting solution that takes advantage of remote management and control to improve communication between systems and access more real-time data. An intelligent lighting system reduces maintenance and operating costs, monitors energy usage, adjusts lighting level, and pinpoints outages remotely using wired or wireless communications. We can also incorporate smart applications to LED street lighting to provide better visibility to increase safety, support more efficient traffic flow, and assist with detecting and alerting citizens of weather events. b. Water and sewer: One of the key strengths of Johnson Controls is the unique Municipal Utility Solutions team we bring to every project. With an average of over 20 years of specialized experience, the team has worked with over 110 utilities across the country to upgrade equipment and improve their operations' efficiency. These efforts have involved major citywide water and electric meter replacements, leak detection systems, and deploying automated meter reading and advanced metering infrastructure systems. We bring more water utility experience than any other ESCO and will work collaboratively with the Sourcewell member to develop improvements in line with their goals and expectations. Johnson Controls helps clients identify, operate, and construct cost-effective wastewater solutions every day, having completed more than 60 wastewater projects in the U.S. over the last 20 years and provided nearly \$10 billion in performance savings to our clients. We have worked with numerous cities to implement equipment and process upgrades that reduce energy and chemical consumption, reduce qualified operational costs, and assist in the successful operation of treatment plants. Our key areas of focus include anaerobic digestion & digester gas utilization, resilience & renewables (photovoltaic, distributed energy storage, microgrids, geothermal, and wind), biosolids dewatering & drying, comprehensive aeration system improvements (blowers, diffusers, and controls), pumping and motor efficiency, SCADA (supervisory control and data acquisition) upgrades and automation, and supporting infrastructure (e.g., lighting, mechanical (HVAC), and building automation systems). <p>Simple HVAC controls: Johnson Controls makes everything from highly programmable automation systems that drive reduced energy and effective operational outcomes to highly programmable automation systems for entire facilities and campuses. Building occupants are comfortable and safe through simple, configurable controls for specific kinds of equipment. Our world-class building automation</p>

systems leverage intelligent technology to connect HVAC, lighting, security, and detection systems. Communicating on a single platform, they'll deliver the information needed to make smarter, impactful decisions while enhancing your occupants' comfort, safety, and productivity.

Johnson Controls complex solutions include Metasys, Facility Explorer, Open Blue Digital Solutions and HVAC Controls. They allow building managers to modernize operations that enhances team productivity, reduces risk, and increases building efficiency and sustainability. Our systems deliver critical outcomes and game-changing building automation systems that deliver exceptional capability and scalability using reliable, innovative technology. They provide revolutionary, unique solutions to reduce installation, maintenance, and commissioning costs.

For large to medium buildings, Metasys, Facility Explorer, or HVAC Controls will provide unique solutions to reduce installation, maintenance, and commissioning costs. For smaller facilities, Johnson Controls Building Management Systems leverage over 100 years of industry experience to provide companies with a best-in-class building control systems to improve operational effectiveness while reducing energy and operating costs. Our additional environment controls can reduce costs associated with installation, maintenance, commissioning, and energy all the while maximizing comfort. We make it possible to extend next-generation automated control to every building system on a single platform. Our data-enabled automation and controls will help you achieve your building management goals.

The real benefit to Johnson Controls, is not only do we build, install, maintain and manage our own building controls systems for customers, we also are vendor-neutral and have the technical expertise to link different systems /platforms together and service them as well.

d. HVAC: Johnson Controls brings the most extensive expertise in the industry related to HVAC packaged systems replacement, boilers and chillers (please refer to our attached Line Card for specific products). We design and build our HVAC equipment to be on the cutting edge of helping our customers meet sustainability goals and their vision of electrification. For example, our heat pumps can be used across a wide variety of residential, commercial, and industrial applications for heating, cooling, and hot water requirements, their demand has been gaining traction across the world as more companies look for a win-win cost-efficient solution that also meets their sustainability goals. Johnson Controls manufactures this technology and can bring this knowledge and expertise to the Sourcewell members.

e. Building Envelope Systems: For over 40 years, we've implemented retrofit and building envelope energy conservation measures including insulation and building airtightness by adding insulation, obstruct penetrations, align and replace weather stripping on doors and windows, and replace existing doors and windows as required. Building envelope improvements contribute to the condition of the walls and surrounding materials by reducing water, snow, air, and insect infiltration, and by avoiding ice formation on roofs and air condensation on surfaces while saving energy and improving occupancy comfort.

f. Other:

1. Other- Smart Cities

As part of the Comprehensive Energy Services support, Johnson Controls has the experience and expertise to build and implement Smart City roadmaps, customized for their community for Sourcewell municipal members. "Smart City" development has been defined as "[identifying] opportunities to improve people's lives both by modernizing key infrastructures (such as for energy, water, or transportation) and by using information technology (often with open data) to enhance City operations and services." (Technology and The Future of Cities – President's Council of Advisors on Science and Technology). In the face of shrinking budgets and a more complex regulatory environment, local government leaders looking to achieve this vision of a smart city are often challenged to think outside the box. They need to find innovative ways to fund solutions that make this vision a reality—things like networked LED street lights, citywide leak detection, closed-circuit monitors, emergency signaling, and smart irrigation, to name just a few of the technology-based solutions that make cities smarter, sustainable and more efficient and its people comfortable and secure. Johnson Controls utilizes a unique and proven process, the Smart City Solution Navigator, to bring City departments together to identify, prioritize and build an integrated program for the entire City. Building out a comprehensive smart city program means making informed, data-driven decisions early in the process. And testing the interoperability of various systems is imperative for creating the connected environment that meets your energy, technology, and operational objectives, now and well into the future. As a technology-neutral partner, Johnson Controls ensures the systems we provide, and those of our partners, work flawlessly on Day One — lowering the risk and complexity of the integrations and leading to lower installation and operating costs going forward.

2. Other – Renewable energy solutions

Johnson Controls is a renewable solutions leader with a senior team of experts helping to design and implement solar, geothermal, biomass, fuel cells, and other fossil fuel alternatives. In fact, we have been involved in more than 500 renewable energy projects to date.

We are a full-service PV solar power system provider, and our portfolio of projects includes small, demonstration-size PV projects on public buildings, as well as some of the largest PV solar projects in the country. In deploying our solar arrays on our corporate headquarters and designing and installing projects for our clients, we have developed numerous best practices that enable our team to effectively anticipate challenges to make sure systems are implemented successfully. A great renewable energy option for many cities and schools is a solar thermal pool heater. Pool water is pumped to the system on the roof using a small, low-flow pump. The system's solar collectors use heat from the sun to warm the water as it passes through them. The water is then pumped back to the pool, reducing or eliminating the need to use the boiler to heat water in the summer months. In one instance, the pool heater we installed had a 3.5-year payback and will last 25 years.

We have expertise in designing and implementing battery power energy storage systems. Our scalable systems can provide hours of high-energy output within a proven modular design, drawing on our decades of experience in modular data centers and chiller plants. The result: an efficient, cost-effective solution that is integrated into the energy control system at the lowest total lifecycle cost.

We have also helped Sourcewell members implement wind turbines, cogeneration systems, biomass boilers, geothermal systems, and more to offset their energy costs and reduce their carbon footprints.

<p>53</p>	<p>Describe how your approach to performance contracting delivers best value for the investment. This is an opportunity to point out how your company may be able to deliver a more cost-effective overall project due to corporate structure, relationships with vendors, depth of experience and expertise, knowledge of particular retrofits, etc. Also describe any utility rebates or other financial incentives or grants can potentially provide and/or facilitate.</p>	<p>Johnson Controls has the experience, buying power, and methodology to ensure the best value for Sourcewell members for performance contracting. Our experience includes helping customers realize reduced life cycle costs through superior design, equipment, and process to generate long-term energy, maintenance, and replacement cost savings. We also support our customers in not only realizing maximum savings but also in keeping savings long-term through OpenBlue, our digital solution data management, tracking and reporting solution.</p> <p>Our in-house staff has experience in identifying measures for the customer's facilities to maximize the value in the project. Johnson Controls has a library of standardized measures to ensure all opportunities are vetted. Our standards also allow all staff to benefit from experience with a particular measure on previous projects. This experience provides more accurate savings and tighter pricing for a project.</p> <p>Johnson Controls has experience in a wide variety of measures to help a customer. Our experience spans from a lighting retrofit project, to selling chilled water as a service. The team has performed measures like water conservation, HVAC replacement and controls, solar photovoltaic systems, demand responses system, and water/wastewater/central plant retrofits. Johnson Controls will use this expertise to prioritize the measures in the project with the customer to ensure the needs are met.</p> <p>Johnson Controls gives you the best of both worlds for your project: flexibility if you want our competitor's equipment or Johnson Controls' equipment. Since we perform hundreds of millions of dollars of energy improvements annually, we provide the best pricing possible to our customers through economies of scale. We have pricing agreements with various equipment manufacturers of all types and work with local subcontractors for installation based on cost and performance.</p> <p>Johnson Controls will determine the products and equipment that will best meet your needs and deliver the greatest value financially. Also consider that Johnson Controls self-performs a higher percentage of the project work. This is unlike competitors who are broker energy services companies (ESCOs) who outsource and apply additional mark-ups. Johnson Controls has a dedicated group for lighting retrofits along with our extensive HVAC and controls product lines we install and service.</p> <p>Johnson Controls will work with the customer to determine a cost-effective solution for measurement & verification (M&V) of the project savings that produces the best value and meets state requirements. A combination of short- and long-term monitoring will ensure the measures will continue to provide benefit over the life of the contract. Johnson Controls manages over \$300M in annual guarantees.</p> <p>Johnson Controls has provided structured financing support for thousands of clients. We recently financed more than \$200 million in energy projects in one year alone. We work with more than 20 lenders, grant and rebate administrators, and finance experts every day, negotiating on behalf of our clients and helping to structure funding in the best way possible. Energy performance contracting typically requires funding in the form of a tax-exempt municipal lease or tax-exempt lease-purchase agreement. While our clients may not be familiar with this type of financing vehicle, our team of experts in the Structured Finance Team has the experience and expertise needed. The team responds to the special characteristics of each project to identify customized financing options for every project. It is important to note that Johnson Controls does not make any money on financing. We arrange financing purely to assist our clients. Our Structured Finance Team matches the right financing structure to what is best for the City and most appropriate for the project. There are multiple ways to finance a performance contract project with Johnson Controls.</p> <p>With tight budgets, many of Sourcewell members might need creative financial relief. Our Alternative Funding Team has one shared goal: to find money for them. They identify and help apply for applicable grants, rebates, and incentives so you can make more improvements to your facilities and infrastructure, reduce total cash outlay, and realize greater savings. Recent Federal programs and incentives such as the Inflation Reduction Act and the Bipartisan Infrastructure Law (BIL) will have significant potential to bring unprecedented incentives to the project, especially as it relates to the efficiency and renewable energy solutions that Sourcewell members might desire. Our experts can assist in obtaining these incentives.</p>
<p>54</p>	<p>Who receives funds if there are excess savings?</p>	<p>In most cases where there are excess dollar savings that are equal to or greater than the guaranteed amount, the customer will receive all excess benefit. However, there have been a few projects in which the customer and Johnson Controls have mutually agreed to split the excess savings based on the contract structure.</p>

55	<p>Sourcewell may seek to facilitate performance agreements aggregating one or more agencies within its service area. Describe your willingness to, or direct experience with, aggregating multiple facilities across in multiple locations within one performance agreement (i.e. are you willing to provide services to multiple smaller agencies (school districts, etc.) across multiple facilities through an aggregated performance agreement?).</p>	<p>Johnson Controls is willing and able to aggregate multiple smaller agencies across multiple facilities under one performance agreement if desired by Sourcewell members. In fact, this is a common scenario involving school districts and cities where one ESPC contract covers work done on both municipal and district facilities. We have experience developing these types of arrangements and managing complex ESPC projects with multiple stakeholders. Our highly collaborative development process (described in our answers to question 56-60) is key in these scenarios to ensure the needs of all agencies are met. We have performed work under this type of arrangement for many customers, including the Town and Schools of Guilford, CT, Watertown, MA, Chelmsford, MA, the Town and School District of East Hartford, CT, Shelton, CT, and the Town and School District of North Haven, CT.</p> <p>City and School District of Derby, CT, \$6.6M. The City and School District of Derby partnered with Johnson Controls to accomplish capital projects, promote energy conservation and capture the associated financial benefits. Performance contract with guaranteed savings and the ECMS included LED lighting retrofit and controls; energy management system upgrades; building envelope improvements; high efficiency boiler replacements; AHU replacements; cogeneration optimization; pipe and valve/duct insulation; variable refrigerant flow system (VRF); variable frequency drives; 1.4 MW solar PV array and walk-in cooler/freezer controls.</p> <p>Town and School District of East Hartford, CT, \$12.8M. Town and School District of East Hartford partnered with Johnson Controls to accomplish capital projects, promote energy conservation and capture the associated financial benefits. Performance contract with guaranteed savings and the ECMS included energy management system HVAC replacements; energy efficient window replacement; Transformer installation; Voice over IP phone system; steam trap replacement; lighting upgrade and controls; water conservation; building weatherization; boiler burner controls; computer power management; solar PV array; solar thermal; waste heat utilization; and variable speed drive.</p> <p>Town and School District of North Haven, CT, \$12.1M. Town and School District of North Haven partnered with Johnson Controls to implement energy efficiency upgrades in three schools. Performance contract with guaranteed savings and the ECMS included energy management system; programmable thermostats; high efficiency boiler replacements; cooling system replacement; building envelope improvements; emergency generator tie in; unit ventilator upgrades; water conservation; walk-in cooler freezer controls and LED lighting upgrades.</p> <p>Additionally, for the State of California Department of General Services, we implemented a single ESPC master contract that provided more than \$12M in energy efficiency improvements across 450 buildings and 46 locations for the Department of Transportation, the California Highway Patrol, and the departments of Development Services, Mental Health, Motor Vehicles, and Water Resources.</p> <p>We have extensive experience performing ESPC projects in multiple facilities across multiple locations. This is a typical scenario and a common practice for our Sustainable Infrastructure team when performing ESPC projects for school districts where ECMS are implemented at multiple school sites. We are currently performing 110 ESPC projects for school districts across North America, demonstrating not only our willingness to aggregate multiple sites under one contract, but our expertise in doing so. We also use this arrangement for other customers with widely dispersed facilities, such as municipalities, college campuses, and Federal agencies that have facilities across cities, counties, and states.</p>
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Table 6: Proposer Qualifications: Depth and Breadth of Solutions Offered

Indicate below if the listed types solutions are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Solution	Offered *	Comments
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56	Technical Energy Audit and Project Proposal Phase		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>In this phase, we launch a collaborative process where we meet with key members of the Sourcewell member's team, perform the Technical Energy Audit and develop a Project Proposal. This initial phase provides a comprehensive analysis of the opportunity with a resulting study that clearly lays out the options available to the Sourcewell member. This phase uses client interviews, site surveys, and a preliminary proposal to identify project objectives, rank priorities, target systems for improvement, and determine the potential overall benefit of implementing the project.</p> <p>The Technical Energy Audit includes detailed site surveys, baseline validation, and design development. Our team will collect information on facility operations and operational requirements to develop a detailed scope for each ECM. This process typically requires:</p> <p>Gathering Site and Project Information: The site surveys and discussions with site personnel are performed to gain as complete an understanding of the building operation as possible to ensure the accuracy of improvement and savings projections. We conduct investigations, site surveys, and reviews of available information to eliminate or reduce the risk of unforeseen conditions.</p> <p>Detailed Site Surveys and Data Collection: We perform additional detailed site surveys, building data collection, and interviews, where necessary, to validate the information collected. We will engage with all necessary regulatory officials to verify requirements for any needed permits and perform advanced information gathering to ensure the specified materials and equipment are available within the required schedule.</p> <p>Business Case and ECM Workshop: Working collaboratively with the Sourcewell member, we will identify potential ECMs and develop a projection of savings. This preliminary step is critical, enabling the Sourcewell member to select ECMs for further development. This first step reduces development costs by ensuring that the teams focus on the optimal project scope.</p> <p>Design Development: Scope of work documentation and/or drawings and specifications will be generated for each proposed ECM. Drawings may not be provided for each ECM. The ones created are generally between 30% and 60% complete at this stage. The scope of work documentation and drawings will contain sufficient information for subcontractor tendering.</p> <p>Baseline validation: In determining project scope and pricing, we collaborate with the Sourcewell member to gather all information needed to calculate an energy baseline and to determine the M&V approach for each of the ECMs to be implemented. During this step, our M&V team will collaborate with the Sourcewell member to identify the baseline measurements that may be required and submetering equipment that may be installed. This analysis process allows us to create detailed energy consumption profiles to finalize energy baselines.</p> <p>We complete a Utility Survey, which enables us to assess the current utility budget and study the utility bill history to help us estimate utility and greenhouse gas emission (GHG) savings. By performing the utility survey, we gain insight into which systems are consuming the most energy, how the utilities are charging for each unit of energy, and what strategies might maximize energy savings and dollars.</p> <p>Next, we perform a building survey where we assess the systems, existing conditions, operational details, improvement possibilities, costs, and integration strategies. The building survey is a critical task to our overall engineering process. The survey includes a review of as-built construction drawings, identification of equipment operation, examination of the general configuration, and related systems conditions. This step is critical in understanding the scope of work for the project.</p> <p>The team then uses the utility and building survey data to conduct an in-depth assessment of the facilities and begin creating the Investment Grade Audit (IGA) report to select which improvements to incorporate into the final project scope. We collaborate with the Sourcewell member on the selection of the final technical scope for the project including determining project baselines, M&V methods, operational and maintenance services, construction issues, and the funding for the project. In the IGA, each ECM is developed by performing a safety and lifecycle cost analysis and reviewing those results with the Sourcewell member. The details of IGA development are further elaborated in the answers to questions 58 and 60.</p> <p>Benefits: Clear open communications and partnership with the Sourcewell member from day one. We jointly identify project objectives, target systems for improvement, and determine the potential overall benefit of implementing the project. The value of our process to the Sourcewell member is: 1) promotes effective communication that results in project success, 2) facilitates getting the comprehensive project that they want, 3) improves time management, 4) keeps key participants collaborating, informed, and engaged in the process, 5) reduces potential problems, 6) ensures flexibility to focus on what's important to the Sourcewell member, and 7) provides agreement on specific project issues as the project is developed.</p>
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57		Development of a contract for the Technical Energy Audit with the selected Contractor.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>We will develop a Project Development Agreement (PDA) with each Sourcewell member that will serve as a formal agreement between Johnson Controls and the member who is seeking technical energy audit services. The contract outlines the scope of work, deliverables, fees, payment terms, confidentiality, termination, and other relevant terms and conditions.</p> <p>The purpose of the PDA is to define the responsibilities and expectations of both parties involved in the energy audit process. It ensures that both Johnson Controls and the Sourcewell member agree on the objectives of the audit, the services to be provided, and the financial arrangements. The PDA typically includes details such as the duration of the audit, the specific deliverables that will be provided to the Sourcewell member (such as an energy consumption analysis report, energy-saving opportunities, and recommendations), the payment schedule, and any confidentiality clauses to protect sensitive information. By having this written contract in place, both Johnson Controls and the Sourcewell member have a clear understanding of their obligations and can refer to the contract if any disputes or issues arise during the audit process.</p>
58		Conducting an investment-grade audit to identify and evaluate cost-saving measures.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>To conduct the Investment Grade Audit (IGA), our engineering team validates the technical and financial feasibility of the ECMs identified in the Technical Energy Audit. Our team collects information on facility operations and operational requirements to develop a detailed scope for each Measure. This process typically requires:</p> <p>Building Data Completion: We prepare and compile a list of additional information required to complete the investigation and submit this to the Sourcewell member. The list may include items such as mechanical/electrical drawings, structural drawings, a print screen from the BAS, occupation schedule per zone, etc.</p> <p>Detailed Site Surveys: Additional detailed site surveys, where necessary, to validate the information collected during the preliminary analysis are presented as well as interviews and / or workshops sessions with Sourcewell member stakeholders and facility operations personnel to further validate facility needs and operational requirements. This includes the Utility Survey and the Building Survey.</p> <p>Design Development: Scope of work documentation and/or drawings and specifications will be generated for each proposed ECM. Drawings may not be provided for each ECM. The ones created are generally between 30% and 60% complete at this stage. The scope of work documentation and drawings will contain sufficient information for subcontractor tendering.</p> <p>Our technical staff will conduct walk-throughs of your building and use a variety of industry standard calculations and software tools to subject your potential projects to further scrutiny. Software tools we use for calculating potential savings and selecting projects include:</p> <p>eQUEST – used widely by utility companies to perform load studies, understand the impact of different rate structures, and prepare incentive packages.</p> <p>DOE.2 Modeling Program – a widely used and accepted freeware building energy analysis program that can predict the energy use and cost for all types of buildings.</p> <p>MetrixTM – a utility accounting program used to establish a utility bill baseline and subsequent comparative analysis.</p> <p>Empeq: A new audit digitization solution that makes it easy to collect detailed accurate data on building equipment and features.</p> <p>We develop a baseline for each building using the data collected. This procedure establishes the “as-built” energy performance of the buildings. Modifications are implemented, one ECM at a time, with a resultant new energy profile. The model calculates the difference in usage should that particular ECM be implemented. In addition, the cost to install that ECM is determined using industry-standard estimating methods. At this level, each ECM will be considered independently, as if only that ECM were implemented. This provides a fair evaluation of the economic impact of each ECM.</p> <p>Cost savings will be calculated using the unit costs provided by the Sourcewell member. However, evaluating each ECM independently does not reveal the bottom-line energy savings potential if more than one ECM is implemented. Accounting for the interaction between ECMs must occur before an accurate profile can be presented. Our analysis will allow for the “cascading” of ECMs — that is, recalculating the savings from the previous ECM results. In determining project scope and pricing, we collaborate with the Sourcewell member to gather all information needed to calculate an energy baseline and to determine the Measurement and Verification (M&V) approach for each of the Measures to be implemented.</p> <p>Baseline validation: During this step, our M&V team will collaborate with the Sourcewell member to identify the baseline measurements that may be required. Submetering equipment may be installed during the IGA phase for baseline validation.</p> <p>Development of detailed baselines: This analysis process will allow us to create detailed energy consumption profiles to establish energy baselines. During this step, we will conduct M&V workshops with the Sourcewell member to review energy rates, IPMVP options, and baselines. Following the workshop, a comprehensive M&V plan will be produced.</p> <p>We will develop a detailed implementation/construction plan that fits your schedule and will establish project coordination protocols. We will also determine requirements for operations, maintenance, and</p>

				<p>service. We hold a series of workshops throughout the Detailed Design phase to refine and finalize the project. These workshops include:</p> <p>Design workshop(s): In a workshop setting, we present detailed designs and project schedules for review and approval to collaboratively determine final selection of Measures for the project. We will also work with the Sourcewell member to identify equipment training needs and any skills-based training required for the staff to maintain the measures. We will publish the designs and any subsequent updates to the requirements for use in preparing the scope of work for internal resources and local subcontractors. Any issues affecting the implementation will be resolved at this time. We will then complete the detailed schedule, including allocation of resources.</p> <p>M&V workshop: In a workshop setting, we review the M&V methodology for the proposed ECMs.</p> <p>The final step in the Project Development Phase is the preparation of a comprehensive Project Proposal to show the results of the IGA.</p> <p>Once the Sourcewell member decides on the most desirable options, we will execute the detailed financing/funding model and engineering phase of our process. This phase will include determining final scope, pricing/funding scope, finalizing the detailed energy study and report, and completing the delivery and performance contract agreement. The result will be a defined scope of work and a budget that will serve as the foundation of the project. The documents that we deliver ensure we have a clear map for success, that the subcontractors have the information they need to bid effectively, and that the member is protected from surprises that will impact their budget or savings. Having complete clarity of rebate and grant funding available will also be an essential element of this phase.</p> <p>Final designs and detailed project schedules will be presented to that Sourcewell member for review and approval. Any issues affecting the implementation will be resolved at this time. Once detailed procedures for the final project acceptance are established, these will be verified again against the established project goals and requirements as well as the performance specifications of each ECM. No ECM is listed in the final project scope unless the Sourcewell member agree to its inclusion, which includes equipment type as well.</p> <p>Benefits: Professionally engineered solutions tailored for the Sourcewell member delivering: 1) a local engineering team unmatched in design experience, and 2) resident resources to design, install, and service your selected ECMs. The best ECM would be of no use to the Sourcewell member if it cannot be implemented or serviced after installation. Understanding the uniqueness of local impacts such as climate enables a program designed to be successful in varying conditions. We are uniquely positioned to bring this holistic approach to the Sourcewell member, allowing for a true single source of accountability for every aspect of the project.</p>
59		<p>Defining the proposed project scope, cost, savings, and cash-flow over the proposed financing term.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Defining the proposed project scope, cost, savings, and cash flow over the proposed financing term is essential for Johnson Controls' Sustainable Infrastructure team, and the Sourcewell member to effectively plan and manage a project. Details on each aspect are described below.</p> <p>Project Scope: Working together, Johnson Controls and the Sourcewell member will clearly define the goals, objectives, deliverables, and tasks that need to be accomplished within the project. This includes determining the size, complexity, and timeline of the project.</p> <p>Project Cost: After determining the scope of the project, Johnson Controls will calculate the overall cost of the project, including all necessary resources, materials, equipment, labor, and any additional expenses. At this time, it will be crucial for Johnson Controls and the Sourcewell member to consider, identify, and openly discuss both direct and indirect costs to ensure an accurate estimation.</p> <p>Savings: Johnson Controls will identify potential cost savings or efficiencies that the project can yield. This may include reducing operational expenses, improving productivity, optimizing processes or reducing carbon emissions. These savings will be quantified and factored into the project's financial analysis and provided to the Sourcewell member.</p> <p>Cash Flow: Johnson Controls will analyze the expected cash inflows and outflows throughout the proposed financing term. The timing of expenses, revenue generation, and any potential fluctuations or uncertainties will be considered. This analysis helps assess the project's financial viability and ensures sufficient cash flow to fully cover project costs.</p> <p>Proposed Financing Term: Determining the duration and terms of the financing required for the project is of the utmost importance. This includes evaluating options such as loans, grants, rebates, equity investments, or self-financing. Considering the interest rates, repayment terms, and any associated costs when selecting the financing option is key when determining the financing term.</p>

60		Preparation of a project proposal that presents aggregated measures which can be financed through guaranteed savings.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>To facilitate your decision-making process, we developed a powerful financial modeling tool called Customer Solutions Modeler (CSM) that incorporates the IGA (including utility and building survey and audit results) into a detailed, month-by-month cash flow showing the full impact of a performance contracting project. CSM compresses project development time and increases accuracy and allows for changes to easily be made to the project scope with instant visibility into financial impacts. CMS is especially useful to compare EMS, see their benefits and make decisions based on desirability and savings. Different project scenarios can be simulated with just a few clicks and keystrokes. For example, individual sites or ECMs can be added or removed quickly – and their financial impact will be visible immediately. CSM significantly compresses the time required to modify the base project, while increasing the accuracy of financial projections. The Sourcewell member can optimize the best set of solutions to meet financial expectations faster and with more confidence in the outcome. With more details available to select which ECMs are included in the final scope, more informed decisions can be made enabling a more accurate depiction of Net Present Value and Internal Rate of Return.</p> <p>Once the Sourcewell member decides on the most desirable options, Johnson Controls' Sustainable Infrastructure team take the aggregate measures, determines the guaranteed savings, finalizes the financing/funding model and conducts any outstanding items from the engineering phase. This step results in a defined scope of work and a budget that will serve as the foundation of the project. The documents that we deliver will ensure that we have a clear map for success, that subcontractors have the information they need to bid effectively, and that the member is protected from surprises that will impact your budget or your savings. Having complete clarity of rebate and grant funding will be an essential element of this phase.</p>
61	Implementation/Commissioning and Financing Phase		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>As the ESPC managing partner for each Sourcewell member, Johnson Controls' Sustainable Infrastructure team will hold the responsibility for managing every aspect of the ESPC program including implementation/commissioning and financing.</p> <p>During the implementation and commissioning phase, our local on-site construction manager will be brought in to oversee the process, personnel, procurement, subcontractors, permitting, quality, and the acquisition of grants and rebates. Our construction/installation experience and proven processes ensures that a project is driven to completion on time and within budget. We have scheduling, cost management, and subcontract management programs that give us visibility over the progress of the total job and control of the resources. We hold regular meetings with site maintenance staff and check in each time we need to go on site because we do not allow our visits to disrupt customer activities. Field personnel update their schedules as they complete work, always providing a complete and updated view of the project status. We will provide timely reports to the Sourcewell member as required.</p> <p>Each installation will be validated by a qualified technical representative and be in accordance with the sequence of operations and contract requirements. The Sourcewell member and Johnson Controls representatives will conduct a final inspection to verify compliance to the contract documents. We will prepare and submit closeout records and as-built documents to the customer. We will commission all features of the new or upgraded equipment using the manufacturer's specifications, as well as the performance criteria established for the project. As further assurance, our project manager will certify each installation or retrofit in accordance with the approved Johnson Controls Project Commissioning Plan to ensure that the performance evaluation factors are properly implemented, measured and met in accordance with the performance contract requirements. Upon completion, Johnson Controls will request final acceptance from the Sourcewell member. The purpose of a Commissioning Plan is to provide a clear scope and format of the commissioning process for all project team members to reference and follow. The Commissioning Plan for a project guides the installation contractor and commissioning team through an effective process. The Plan aids the project development, construction, and operations teams to ensure the quality of the project. The team may modify and adapt the plan to meet unforeseen quality control issues and opportunities throughout the project.</p> <p>The plan includes the following items:</p> <ul style="list-style-type: none"> Performance Testing Procedures Equipment Operating Parameters General Commissioning Schedule Warranty Walk-Through and Other Requirements Project Requirements and Design Intent Testing Certification Requirements Roles and Responsibilities <p>Upon completion of the implementation and commissioning phase, we will work with the Sourcewell member to identify the need for any potential follow-up services including but not limited to preventative and ongoing maintenance, additional project installation and commissioning phases, workforce development programs, etc. When and if additional services have been established, we will work with the Sourcewell member to develop a separate financing agreement to include these services.</p> <p>Johnson Controls specializes in providing continuous commissioning programs focusing on the specific requirements of the customer.</p>

We believe that a Continuous Commissioning Plan is a critical part of establishing a long-term Energy Management program. We offer unparalleled value in the design and implementation of continuous commissioning programs due to our decades of expertise. We also let the customer choose whether to outsource this ongoing service to Johnson Controls or perform it in-house. We pride ourselves on educating customers during all commissioning activities – whether initial or ongoing – so that they may assume the commissioning role in the future if they desire.

Benefits: Our team will provide effective coordination; quality, on-time implementation performed in a cohesive, effective manner, allowing cost savings to be realized as soon as possible. We provide a local single point of contact for all facets of the implementation and commissioning processes and promise minimal disruption to the Sourcewell member's buildings, employees, and visitors. Our experience working in environments is vast including facilities with significant visitor traffic or specialized safety protocols.

Financing Options
Our Structured Finance department, through our finance company, Johnson Controls Capital LLC (JC Capital), is dedicated to identifying customized financing options for clients. We provide general information relating to all available financing options to assist with analysis of each financing option. We are experienced with and can give details and project-specific information on contingent payment, leases, and grants and incentives. In providing such information, it's important to understand that we are not recommending a course of action on any of the financing options, nor are we acting as an advisor to the Sourcewell member. Johnson Controls is not registered as a municipal advisor with the Securities and Exchange Commission pursuant to Section 15B of the Securities Exchange Act of 1934.

If the Sourcewell Member is considering financing their project through the use of municipal securities, they should engage and rely on the advice and recommendations of independent municipal advisors, bond counsel and underwriters with respect to the aspects of such financing. Johnson Controls has no arrangement or understanding, formal or informal with, and receives no benefit, directly or indirectly, from such parties by providing their names or should they be chosen for their services.

PUBLIC-PRIVATE PARTNERSHIPS (P3)

In 2004, Johnson Controls recognized the need to diversify its business offerings to find ways to create meaningful impact and help our customers achieve their goals and objectives. We became a North American leader in the implementation of Public-Private Partnerships (P3s) by taking the risk to deliver new building infrastructure under a design, build, finance and maintain business model and manage project delivery. We implemented the very first P3 project ever, which was at the Long Beach Courthouse in Long Beach, California and then the first full risk transfer P3 project in an institution of higher education: University of Kansas. Now, over 24 years later, we are a leader in the implementation of the P3 model in the marketplace with 40 projects in various asset classes, including higher education facilities, K-12 schools, hospitals, civic buildings, detention centers, data centers, transportation, and courthouses.

We recognize that business challenges evolve and today require alternative delivery methods to provide cost effective solutions which transfer more risk to Johnson Controls while yielding long term funding relief to customers. We recognize that change is inevitable in keeping pace with the unprecedented times we now live in and want to collaborate with our customers to find new ways which help them the most. As such, we have provided financial surety packages to support over \$4.5 billion of social infrastructure for some of our customers' projects through Design Build Finance Operate and Maintain (DBFOM) structures across North America. These projects require us to provide performance guarantees of future Operations & Maintenance (O&M), asset life cycle management, and over \$850 million in energy consumption. P3 and DBFOM can be a combination of different types of long-term contracts with a wide range of risk allocations, funding arrangements and transparency requirements. The public sector can leverage the knowledge of the private sector while reaping the benefits/rewards of a building(s) that produces sustainable business results. Johnson Controls P3 customers enjoy a total cost of occupancy model while transferring the risk to us under a fixed price agreement.

ALTERNATIVE FUNDING TEAM

With tight budgets, many of our customers need creative financial relief. Our Alternative Funding Team has one shared goal - to find money! Our alternative funding team identifies and helps our customers apply for applicable grants, rebates, and incentives so more improvements can be made to facilities and infrastructure, total cash outlay can be reduced, and/or greater savings realized. We recognize the resource toll that writing and administering grants places on institutions. Therefore, we have an in-house Grant Services team positioned to help (writing and submitting and reporting) with grant funders to gain additional funding and successfully apply for the appropriate funds. Our team has a history of success in obtaining applicable project incentives for our customers. Since 2009, our team has helped our customers capture more than \$400 million in incentive funding. Our team will identify and help apply for applicable grants, rebates, and incentives so you can make more improvements to your facilities and infrastructure,

reduce total cash outlay, and realize more significant savings. We will ensure all available grants and incentives are included in the final business case developed for this project. We will support the application process with applicable grant funders and help with writing up and securing funding from available sources. At your request, we will use the following process to help you identify and secure funding:

- Conduct customized research and identify organizational and project-specific government and private grants and subsidized loans and bonds.
- Generate a funding opportunity report that highlights potential sources.
- Create a project management plan for application development.
- Manage the grant application process from start to finish.
- Implement a strategy to develop and gather appropriate information for competitive and responsive proposals.
- Coordinate completion of required attachments.
- Write, edit, and format response documents.
- Review final content to ensure compliance with requirements and meet project schedules.

Capitalize on rebates and incentives
 Our incentive and rebate professionals work to offset your capital costs and increase your purchasing power. Our experts work with some of the most complicated and stringent utility providers so you can remain focused on your core mission. They assist in securing the following types of rebates and incentives from utility companies and regional energy efficiency programs:

- Prescriptive efficiency equipment rebate programs (boilers, heat pumps, furnaces, water heaters, etc.).
- Custom incentives for energy efficiency or energy resiliency projects outside of the utility company's traditional prescriptive rebate program.
- Instant incentives, which are allocated funds to pay for qualified equipment purchases at the time of purchase versus other programs that are normally paid 4-6 weeks after installation.

ENERGY STAR equipment and appliance rebates.
 Rebates and incentives for renewable technologies (solar, wind, geothermal, distributed energy storage, etc.).
 Rebates and incentives project development due diligence
 We apply the following structured process to make sure that all possible opportunities are captured:

- Research and identify all potential opportunities.
- Recommend qualified products that have the greatest incentive potential to our development engineers.

Work with utility program representatives to:

- Understand utility processes and goals to help streamline member's internal processes.
- Define critical rebate and incentive timelines and milestone requirements.
- Determine status of utility funding levels, availability for each program year, and payment ceilings.
- Verify member's participation requirements and availability of incentives.
- Provide rebate and incentive estimations to the Sourcewell member based on proposed project scope and options and adjust as needed.
- Request that manufacturers submit their products for the utility's qualified products list.
- Review each Sourcewell member's application with utility representatives to ensure compliance and confirm all available opportunities are included.
- Provide turnkey services during project implementation

You can count on us to:

- Obtain pre-approvals, rebate fund reservations, and utility program acceptance.
- Communicate timelines and milestones with the entire team to ensure we comply with program requirements.
- Finalize required incentive and rebate submittals for project completion.
- Update, submit, and track final applications until the member receives the funds.

62		Negotiation of an Energy Performance Contract post-audit, establishing the project scope and costs.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Negotiating an energy performance contract post-audit involves establishing the final project scope and costs. We adhere to and incorporate the following steps during this process.</p> <p>Review of the post-audit report: By reviewing the findings and recommendations from the technical energy audit (utility survey, building survey and IGA), the Sourcewell member and the Johnson Controls' Sustainable Infrastructure team will make the ultimate choice with relation to energy-saving measures and establish the scope of the project.</p> <p>Identify energy-saving measures: Based on the audit report, we will work with Sourcewell members to determine which measures will have the most significant impact on energy efficiency. We will consider factors like cost-effectiveness, technical feasibility, and potential energy savings.</p> <p>Gather cost estimates: Johnson Controls' Sustainable Infrastructure team will obtain quotes from vendors or contractors for implementing the identified energy-saving measures. This will help us to effectively estimate the project costs and evaluate the financial viability of the ESPC.</p> <p>Develop the project scope: During the development of the project scope, we will clearly define the scope of work, including the specific energy-saving measures to be implemented, expected energy savings, timeline, and any other relevant details and share this pertinent information with each Sourcewell member. This will serve as the foundation for negotiations.</p> <p>Determine financial terms: Johnson Controls' Sustainable Infrastructure team will effectively share and communicate the financial structure of the project including subject matters such as the payment mechanism, performance guarantee, and sharing of energy savings. This will ensure that the financial terms align with the project goals and provide a fair and reasonable arrangement for both the Sourcewell member and Johnson Controls.</p> <p>Negotiate contract terms: Working in concert with the Sourcewell member, we will begin to negotiate the terms of the ESPC. This may include details on project implementation, M&V of energy savings, warranties, and dispute resolution mechanisms.</p> <p>Finalize the contract: Once the Sourcewell member and Johnson Controls are satisfied with the negotiated terms, we will collaborate to finalize the contract by signing the contract ensuring that all agreed-upon details are accurately reflected in the contract.</p>
63		Provision for implementation and follow-up services to be provided during the financing term.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>The provision for implementation and follow-up services during the financing term generally can be found in the financing agreement and may vary depending on the nature of the project. The most common services providing during this phase include:</p> <p>Project management: Overall project management involves complete oversight of the project's implementation. Project management ensures that the schedule is maintained, all necessary activities are coordinated, and the status of project milestones are communicated with Sourcewell member stakeholders.</p> <p>Training and capacity building: Johnson Controls' Sustainable Infrastructure team will ensure that each of our teams implementing Sourcewell member ESPC projects have access to our supplemental pool of ESPC expert resources as they are needed to ensure that they have the tools and expert knowledge to successfully implement and manage the project.</p> <p>Technical support: We will provide technical expertise or support to address any challenges or issues that arise during the implementation phase.</p> <p>Monitoring and evaluation: We will track the progress of the project, measuring its impact, and conducting regular evaluations to assess its effectiveness and make any necessary adjustments.</p> <p>Reporting and documentation: We will prepare regular reports and provide Sourcewell members with pertinent information and documentation to provide updates on the project's progress and compliance with the financing agreement.</p> <p>Service and Maintenance: Upon completion of the implementation and commissioning phase, Johnson Controls' Sustainable Infrastructure team will work with the Sourcewell member to identify the need for a service and maintenance agreement. Our extensive branch network and factory-certified staff are available to support Sourcewell members long after the project is completed.</p>

64		Development of a separate financing agreement.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Johnson Controls' Sustainable Infrastructure team will facilitate the development of a separate financing agreement for each Sourcewell member based on the unique requirements of the project scope and financing model. During the development of each agreement, we will incorporate the following steps.</p> <p>Identify the parties involved: Determine who the lender(s) and borrower(s) will be in the financing arrangement.</p> <p>Define the purpose of the financing: Clearly articulate the purpose for which the financing is being provided.</p> <p>Specify the terms and conditions: Outline the specific terms and conditions of the financing arrangement. This includes the amount of financing, the interest rate (if applicable), the repayment schedule, any collateral or guarantees required, and any other relevant provisions.</p> <p>Include any legal and regulatory requirements: Ensure that the financing agreement complies with any legal and regulatory requirements that may be applicable. This could include consumer protection laws, financial regulations, or specific industry regulations.</p> <p>Review and negotiation: Johnson Controls' Sustainable Infrastructure team and the Sourcewell member would review the proposed financing agreement and negotiate any terms that may need to be adjusted or clarified. It is important to ensure that both parties are satisfied with the terms before finalizing the agreement.</p> <p>Sign and execute the agreement: Once all parties have agreed to the terms, the financing agreement will be signed by Johnson Controls and that Sourcewell member.</p>
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65	Post-implementation Guarantee/Monitoring Phase		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Once the implementation and commissioning phases are complete and any additional follow-up services have been established, Johnson Controls' Sustainable Infrastructure team will begin the M&V phase to monitor and verify savings metrics to ensure that all ECMs are operating properly to fully ensure established savings levels are being met and facilities are operating at peak efficiency. Our performance guarantees are self-guaranteed, and Johnson Controls takes the full financial and technical risk of the project. When partnering with Johnson Controls, you can be assured that we will be in this business long beyond your guarantee period. Additional benefits to our M&V process includes:</p> <ul style="list-style-type: none"> 100% guarantees on the savings amount in the contract. We begin monitoring the savings performance at the onset of the construction period and continue throughout the guarantee period. We monitor savings during the year, produce scheduled reports that describe the results, and reconcile the guarantee at the end of each year (or as dictated by the M&V plan). If the dollar savings are equal to or greater than the guaranteed amount, customers receive all the excess benefit. If there is a shortfall, Johnson Controls will pay the difference between the actual and the guaranteed amount in the form of a check or as additional equipment and services. We repeat the annual tracking and reconciliation process each year throughout the term of the agreement. <p>Johnson Controls' Sustainable Infrastructure team will employ a series of continued monitoring processes to ensure ongoing savings goals are met throughout the term of the project and the guaranteed term. These processes will serve as an assessment of solution's effectiveness, identification of any issues or challenges, and measurement of the project's compliance with established criteria. We engage and leverage the appropriate monitoring tools and indicators that will be used to collect relevant data and measure progress. This involves surveys, interviews, observations, questionnaires, and any other methods that are appropriate for the project.</p> <p>Our team will engage the monitoring tools and collect all necessary data, including gathering information from project stakeholders, conducting site visits, and analyzing project documentation. Once the data is collected, this information will be analyzed to identify trends, patterns, and insights. We will assess the project's outcomes and compare them against the desired objectives and then determine if the project is meeting its intended goals and if any adjustments or improvements are required. Issues, challenges, or gaps identified during the monitoring process will be addressed, and based on the analysis and evaluation, we will provide recommendations for addressing these issues and improving project performance. Based on the recommendations, our team will develop and implement any necessary corrective measures to address any potential issues or gaps that may have been identified. This may involve adjusting project plans, procedures, or resources.</p> <p>By conducting follow-up monitoring, Johnson Controls' Sustainable Infrastructure team will ensure that Sourcewell member projects remain on track, identify areas for improvement, and make informed decisions to optimize project outcomes. If budgeted for in the M&V plan, the M&V engineer can work with the Sourcewell member's staff on the implemented ECMs, help optimize the system, consult on new projects, and educate the non-facilities staff about the project and its goals.</p> <p>Benefits: A results-driven project managed by dedicated performance engineers. A local performance engineer will track savings during construction so you can see the immediate impact of the project. We provide continuous monitoring and identify additional energy savings opportunities throughout the performance period. We will produce periodic M&V reports with annual reconciliation confirming savings achievement so that you can communicate the positive impact of the project.</p>
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66		Provision of a variety of services by the Contractor after implementation to ensure savings are met.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>During the post implementation phase, the focus is on ensuring that the project is functioning as intended and delivering the expected results. The post-implementation guarantee/monitoring phase typically involves the following activities:</p> <p>Performance monitoring: Regular monitoring and assessment of the project's performance against the established goals and objectives is conducted to ensure savings are being met. This process will involve collecting and analyzing data, conducting audits, and evaluating the project's impact.</p> <p>Issue identification and resolution: We will continue to work to identify any issues or problems that may arise during the post-implementation phase and take the appropriate actions to address them. This task will involve troubleshooting, problem-solving, and implementing corrective measures.</p> <p>Maintenance and support: Johnson Controls will provide ongoing maintenance and support services to ensure the continued functioning and performance of the project. This could include technical support, software updates, equipment maintenance, or other necessary services.</p> <p>Guarantees and warranties: Any issues or claims related to program guarantees and warranties would be handled during this phase.</p> <p>Reporting and communication: We provide ongoing reporting and communication with Sourcewell member stakeholders to provide updates on the project's progress, performance, and any issues or resolutions. This helps to keep member stakeholders informed and engaged throughout the post-implementation phase.</p> <p>The post-implementation guarantee/monitoring phase is crucial to ensure that the project is delivering the intended outcomes and to address any issues or concerns that may arise.</p>
67		Offering a savings guarantee.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Johnson Controls offers the following types of guarantees on our projects:</p> <ul style="list-style-type: none"> Energy Savings Guarantee Energy Production Guarantee Project Schedule Equipment Uptime Response Time Meter Accuracy Utility Bill-whole building Environmental Performance (such as temperature) Extended Warranties Fuel Switch Conversion <p>We provide customers with four distinct solution offerings, all of which focus on delivering guaranteed and ongoing cost savings throughout the term of the contract. These solutions include:</p> <p>Performance Contracting – Based on the inclusion of a Project Development Agreement (PDA) with an associated fixed contract term.</p> <p>Infrastructure as a Service (IAAS) – Generally includes a developmental fee (not based on engineering hours) but does not necessarily tie a customer to a fixed term contract. However, there are many IAAS solutions that we have implemented that do have an associated PDA. This offering provides additional term flexibility to the customer.</p> <p>Design-Build – This solution is like the IAAS model in that it could include a PDA and/or development fee that offers the customer extended flexibility with regards to the contract term.</p> <p>Power Purchase Agreement (PPA) - Through third-party ownership, a Power Purchase Agreement (PPA) provides customers with the ability to purchase electricity generated by on-site renewable energy systems for a period of 15-25 years.</p> <p>Last fiscal year, our payout for shortfalls was less than 0.02% of total guaranteed. This overall number illustrates our high level of performance. In the rare case where savings do not match our estimates, we honor our guarantee and cut the customer a check for the difference. What's more, our performance contracting customers are realizing energy savings that exceed projections by 15 to 20%, as well as extensive carbon emissions reductions that have in some cases led to reductions as high as 195%.</p> <p>We have a straightforward process that defines, measures, tracks, and reconciles performance contracts in a fair and transparent manner. Our process, outlined below, has been refined through the implementation of more than 3,500 projects:</p> <p>Johnson Controls guarantees the savings amount in the contract.</p> <p>We begin monitoring the savings performance at the onset of the construction period and continue throughout the guarantee period. At the same time, we suggest and implement operational enhancements to fine-tune the overall performance.</p> <p>We monitor savings during the year, produce scheduled reports that describe the results, and reconcile the guarantee at the end of each year (or as dictated by the M&V plan).</p> <p>If the dollar savings are equal to or greater than the guaranteed amount, customers receive all the excess benefit. If there is a shortfall, Johnson Controls will pay the difference between the actual and the guaranteed amount in the form of a check or as additional equipment and services.</p> <p>We repeat the annual tracking and reconciliation process each year throughout the term of the agreement.</p>

68		Providing staff training.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>During the post installation and implementation phase, Johnson Controls' Sustainable Infrastructure team will provide training as it pertains to how the buildings will be operated throughout the installation period and the entire contract term. To create a truly focused learning experience, we carefully tailor our training programs to align with each Sourcewell member's goals and objectives. We will work with each member through a series of brief interviews and simple testing with representatives from your maintenance supervisors, maintenance staff, facilities engineering and quality control to help determine the training required for each of these groups. The program steps include the following:</p> <ul style="list-style-type: none"> Define current maintenance and operating procedures. Define required maintenance and operating procedures required for new equipment. Review training options with engineering and maintenance. Determine and organize training programs, based on need and skill level, for functional groups within the facility (e.g., supervisors, maintenance staff, custodial, etc.). Perform training with each group using a mix of theory, hands-on practice, and maintenance manual application. Record each session for future use by staff. On a regular basis, repeat and redesign new needs and re-establish competency on old ones. <p>It is critical that training occurs at defined intervals throughout the course of the project and after it is completed. Timing facilitates proper communication between the Johnson Controls Sustainable Infrastructure team and the Sourcewell member's staff regarding how buildings will be operated throughout the installation period and the entire contract term. Regular refresher seminars will be scheduled from year-to-year to maintain the degree of training necessary for the member's staff to perform at a high level of efficiency. Each training session reviews the basic practices that remain constant and examines new technology and procedures as they become available.</p> <p>Above all, the key factor to ensuring a successful relationship is to have all the facilities' staff trained and fully knowledgeable on how this particular project fits into your overall goals. We have found that projects that have a strong commitment from the pertinent staff will always exceed the initial expectation of the initiative. We also know that when our team performs interviews with staff members prior to implementing a contract, we are better able to design, install and support the initiatives in a way to satisfy everyone involved on the facility-side of the relationship. This approach allows us to generate a skills assessment of facility staff and customize our training to best fit the Sourcewell member's needs.</p> <p>We offer a wide variety of programs that can further enhance energy reduction including both education and awareness programs to educate facility occupants and staff. Training is essential to a well-run facility. Our training institute can customize additional training to meet the Sourcewell member's needs. This training may include:</p> <ul style="list-style-type: none"> Packaged training programs Computer-based training packages Branch and on-site instruction
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69		Conducting follow-up monitoring.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Johnson Controls' Sustainable Infrastructure team monitoring phase allows for the collection of data and information to determine if the project is achieving its intended objectives and if any adjustments or improvements are needed.</p> <p>Our follow-up monitoring process uses the following program steps:</p> <p>Define monitoring objectives: This process includes the evaluation of the project's impact, assessment of its effectiveness, identification of any issues or challenges, and measurement of the project's compliance with established criteria.</p> <p>Develop monitoring tools and indicators: We engage and leverage the appropriate monitoring tools and indicators that will be used to collect relevant data and measure progress. This involves surveys, interviews, observations, questionnaires, and any other methods that are appropriate for the project.</p> <p>Data collection: Our team will use the monitoring tools and collect all necessary data, including gathering information from project stakeholders, conducting site visits, and analyzing project documentation</p> <p>Data analysis: Once the data is collected, this information will be analyzed to identify trends, patterns, and insights.</p> <p>Evaluate project outcomes: We will assess the project's outcomes and compare them against the desired objectives and then determine if the project is meeting its intended goals and if any adjustments or improvements are required.</p> <p>Identify issues and recommendations: Issues, challenges, or gaps identified during the monitoring process will be addressed, and based on the analysis and evaluation, we will provide recommendations for addressing these issues and improving project performance.</p> <p>Communicate findings: Our team will report the findings, analysis, and recommendations to relevant Sourcewell member stakeholders. This will involve preparing reports, presentations, and other means of communication to share the results of the monitoring process.</p> <p>Implement corrective measures: Based on the recommendations, our team will develop and implement any necessary corrective measures to address any potential issues or gaps that may have been identified. This may involve adjusting project plans, procedures, or resources.</p> <p>Repeat monitoring as needed: Depending on the duration and scope of the project, follow-up monitoring may need to be conducted periodically to track progress and ensure ongoing project success.</p> <p>By conducting follow-up monitoring, Johnson Controls' Sustainable Infrastructure team will ensure that Sourcewell member projects remain on track, identify areas for improvement, and make informed decisions to optimize project outcomes.</p>
70		Maintenance of the contract through various support services.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Many of our relationships and contracts with our customers have lasted successfully for decades due in large part to the various support services a company of our size has to offer and contribute to the current and future needs of our customers. To meet our customer's long term needs, we offer several support services that contribute to the successful maintenance of a contract, and listed them below.</p> <p>Communication and coordination: Maintaining regular communication and coordination between Johnson Controls and each Sourcewell member is essential. This includes sharing updates, addressing any concerns or issues, and ensuring that we are both working towards the agreed-upon objectives.</p> <p>Reporting and documentation: Our provision of regular reports and documentation is essential and will include the sharing of progress reports, financial statements, and compliance documentation.</p> <p>Performance management: Johnson Controls will monitor and evaluate the performance of each subcontracting partner involved to ensure that they are meeting their obligations and achieving the desired outcomes. This will involve setting performance targets, conducting performance reviews, and addressing any performance-related issues.</p> <p>Contract amendments and modifications: If necessary, making amendments or modifications to the contract to accommodate changes in circumstances or requirements will take place as required and as necessary. This may involve renegotiating terms, updating timelines, or revising deliverables to ensure the contract remains effective and relevant.</p> <p>Dispute resolution: Conflict or issue resolution will be handled proactively intervention to ensure that the contract is upheld, and any issues are resolved in a fair and satisfactory manner.</p> <p>Financial and administrative support: Johnson Controls will provide financial management and administrative support to ensure that the financial aspects of the contract are properly managed, including invoicing, payments, and compliance with any financial regulations or requirements.</p> <p>Continuous improvement: Johnson Controls will work closely with each Sourcewell member to identify opportunities for continuous improvement and innovation will likely involve seeking feedback from member stakeholders, conducting evaluations, and implementing changes to enhance the contract's effectiveness and efficiency.</p>

Table 7: Pricing

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *
71	Describe and upload a detailed sample of your pricing model using a performance contracting project.	<p>We have uploaded a pricing table that provides the applicable discounts for every project as well as an example of the pricing model.</p> <p>Please note: All Pricing provided under this contract is available in both U.S. and Canadian currency. The following provides additional details for the Products and Services categorized on the Johnson Controls Energy Savings Performance Contracting Pricing Table:</p> <ol style="list-style-type: none"> 1. Digital Solutions – A Johnson Controls internal team that specializes in our OpenBlue Technologies. The OpenBlue Team provides the Sustainable Infrastructure Team with a discount off list price. 2. York Chillers – The Johnson Controls branch or York Agent, which are both internal partners, provide the Sustainable Infrastructure team with a list price or National Account Preferred Supplier (NALP) discount off the list price. List price or NALP discounts are used dependent upon what internal pricing tool is being utilized; however, both have the same resultant price. 3. York Air Handling Equipment – The Johnson Controls branch or York Agent, which are both internal partners, provide the Sustainable Infrastructure team with a discount off list price or NALP. List Price or NALP discounts are used dependent upon what internal pricing tool is being utilized; however, both have the same resultant price. 4. Johnson Controls Terminal Units – The Johnson Controls branch, which is an internal partner, provides the Sustainable Infrastructure team with a discount off list price. 5. Johnson Controls Commercial Unitary Equipment – The Johnson Controls branch, which is an internal partner, provides the Sustainable Infrastructure team with a discount off list price. 6. Johnson Controls DDC Metasys – The Johnson Controls DDC Metasys is our building management / controls product. The branch, which is an internal partner, provides the Sustainable Infrastructure team with a discount off list price. 7. Johnson Controls Security Solutions Products – An internal team with a focus of providing a wide range of security solutions. The Security team provides the Sustainable Infrastructure team with a discount off list price. 8. Johnson Controls Fire Protection Products – An internal team with a focus of providing a wide range of fire and suppression solutions. The Fire Protection team provides the Sustainable Infrastructure team with a discount off list price. 9. Preventative Service Agreements (PSA) and Operations and Maintenance Agreements (O&M) – Internal teams provide these services at a percentage discount from Johnson Controls Local Branch Published Street Labor Rates. Products are also discounted accordingly. 10. Johnson Controls' labor associated with installs, retrofits, and services includes Prevailing Wage, if applicable – Internal teams provide these services at a discounted percentage from the Johnson Controls local branches using Published Street Labor Rates. 11. Johnson Controls' Sustainable Infrastructure labor includes Prevailing Wage, if applicable – These labor rates are comprised of a percentage off of list discounts and apply to the Sustainable Infrastructure team's labor categories, which are based on the Sourcewell member's location. 12. Non-Johnson Controls HVAC Controls, Equipment, Security & Fire Products: include subcontracts, assessments, tools, management, general requirements, engineering services and surveys – This section applies to Johnson Controls' Sustainable Infrastructure and branches that require the usage of external partners, products, and/or services. The proposals received are marked up cost plus a percentage. However, Johnson Controls has a talented and aggressive procurement department who often can negotiate lower prices or special terms based on the volume Johnson Controls purchases with these third-party vendors. 13. Miscellaneous service or parts that do not have a NALP or List Price in Johnson Controls Pricing tools – This section applies to Johnson Controls' branches that require the usage of external partners or products, and/or services. The proposals received are marked up cost plus a percentage. 14. Projects including but not limited to Performance Contracts, Installation Contracts, Design Build Contracts, Contingent Payment Contracts, Public Private Partnerships, Power Purchase Agreements, and As-a-Service Type Contracts with General Requirements, internal/external Purchase Orders, and Subcontracts for Construction and Service or any type of contract relating to energy efficiency, water conservation, net zero and related sustainable efforts – This section applies to the Sustainable Infrastructure team that serves as the General Contractor for the project. The proposals obtained for the entire project receive a marked-up cost plus a percentage. <p>(Note: There are additional pricing protocols listed on page two of the pricing table.)</p> <p>The Excel pricing model example utilizes the pricing table discounts and provides an easy format for the Sustainable Infrastructure team to follow to ensure compliance with the pricing table. The pricing table sets a ceiling price for the project.</p> <p>Keep in mind, the guaranteed savings requirements in the Sourcewell member's State governs the performance contract pricing.</p> <p>When using Johnson Controls' internal partners, the Sourcewell member benefits because the pricing must be in accordance with the discounts associated with the pricing table. These discounts are the same or better than those provided to our large Strategic Account customers.</p> <p>Johnson Controls' internal partners include but are not limited to Johnson Controls branch offices, the Digital Team, and our York Agents. If the Johnson Controls branch is providing labor, there are published branch street rates that are discounted. Each branch throughout the U.S. and Canada maintains its own published street rates. Typically, the customer is charged the branch street rate where Sourcewell members receive a discount off the published rate.</p> <p>The Sustainable Infrastructure team labor categories each have a not-to-exceed (NTE) rate. The categories include but are not limited to Operations Manager, Construction Manager, Site Superintendent, M&V Engineer, Engineer, Engineering Manager, Contracts and Administration, and Safety Manager. The category labor rate utilized will be based on the location of the Sourcewell member. For example, a project located in Los Angeles that requires prevailing wages to be paid will be at</p>

or close to the NTE labor rate, whereas in comparison, a member located in a non-metro, lower wage area that does not require prevailing wages, will be priced at a lower rate.

Investment Grade Audits (IGAs) or project development will be priced according to these labor categories and according to equipment pricing in the pricing table. IGA pricing is developed on a project-by-project basis depending on the scale and complexity of the facility, the scope and type of the measures selected, as well as the documentation requirements of the owner and respective government or agency programs.

Regarding third-party equipment / products, Johnson Controls has an internal group that specializes in the sourcing of these products to negotiate the best purchase price based on volume. Keep in mind, in some cases, we are one of the largest customers of our competition.

When developing a project, the Sustainable Infrastructure team operates both internally and externally as a general contractor. If external contractors are utilized, the team uses a "system" called Pipeline Suites to assist with obtaining bids on behalf of the Sourcewell member. If the Sourcewell member has a preferred contractor / supplier, the Sustainable Infrastructure Team will connect directly with the member's partner to obtain a proposal that meets the specific scope of work. These bids help to assure the Sourcewell member's procurement team and/or Board of Directors that they are receiving a fair price. Guaranteed savings also places a ceiling on pricing.

Miscellaneous items will be added to each project as outlined. They include but are not limited to:

- General conditions that are project-specific, including safety equipment, job trailer, utilities, office supplies, travel expenses, meals, lodging, project consumables, etc.
- Risk and proficiency dollars are added to each project for identified potential cost for items listed in the risk log and unforeseen conditions.
- Bonds and insurance that are project-specific, including Johnson Controls Payment / Performance Bond, Builder's Risk Insurance costs for the project, etc.
- Permit Fees identified for execution of the project.
- Legal fees, if required.
- Any other project execution costs.

Lowest Price vs. Best Value

Having the lowest price is not always the best value. Johnson Controls has witnessed competitors install inferior equipment, poor lifecycle equipment, and equipment with higher operational cost in other customer buildings only to have that customer pay higher long-term costs. Johnson Controls can provide examples of how we have saved our customers money in developing a lifecycle cost analysis and through developing innovative solutions, leveraging our decades of expertise and global presence.

72 Describe and upload pricing for investment grade audit (IGA) services.

During the IGA, the Johnson Controls Sustainable Infrastructure team collaborates with the Sourcewell member on the selection of the final technical scope for the project. This includes determining project baselines, project cost, M&V methods, operational and maintenance services, construction issues, and the funding for the project. Johnson Controls' IGA is developed through the collection of utility data and potentially affected area surveys, interviews, building plans and specifications and other relevant data reviews. Each ECM is designed and developed by performing a lifecycle cost/benefit analysis and reviewing these results with Sourcewell member staff.

IGA pricing is developed on a project-by-project basis depending on the scale and complexity of the facility, the scope and type of the measures selected, as well as the documentation requirements of the owner and respective government or agency programs. Johnson Controls will provide IGA pricing based on the hourly rates and subcontractor proposals as listed in the pricing summary provided in 71 and the pricing table (page 2, 1) uploaded in the Pricing Documents and Examples file. We've also uploaded a sample IGA within that same file.

The IGA involves the measured and documented energy and facility use, subcontractor and equipment supplier proposals, and sound engineering data. The IGA revisits the measures identified in the Preliminary Assessment (utility and building surveys), refines, and verifies these numbers. We base savings guarantees upon the actual measured performance of each system. Nameplate information is collected for large equipment and critical process information is obtained. The efficiency of various pieces of equipment and systems are carefully measured and documented.

At this stage, design and construction documents are created, from which the Johnson Controls Development Team initiates a competitive process with subcontractors. All bids are reviewed for quality and compliance, and the selection of subcontractors is vetted by the Johnson Controls Team to ensure the best possible outcome.

We conduct workshops with the Sourcewell member to review all technical items, project costs and savings so that the member can make informed selections of scope to implement. At these sessions, we use an interactive tool to model alternate packages of improvement measures and different financial assumptions. Based on the outcome of these sessions, we produce a deliverable identified in the Project Development Agreement (PDA) and reviewed with the Sourcewell member. The project and each ECM are internally reviewed by Johnson Controls' Sustainable Infrastructure team subject matter experts and potentially external engineering partners prior to delivering the IGA Report. This ensures that the Sourcewell member is receiving best value with minimum risks. This review focuses on risk mitigation for both Johnson Controls and the Sourcewell member.

The Sourcewell member understands, and agrees, that Johnson Controls' Sustainable Infrastructure team will be performing the IGA Scope of Work at substantial additional costs. Therefore, all reasonable Project Development Costs, incurred by Johnson Controls after we receive the NTP for the IGA, will be included in the final price of the work for the Performance Contract. Should Johnson Controls properly execute the deliverables and attributes for the IGA, yet the Sourcewell member elects to not move forward with the project, the Sourcewell member will reimburse Johnson Controls for investments in development, labor/material, and subcontractors. This amount will be previously established in the PDA.

73	In the case where you cannot identify project(s) that meet the agency's pre-established financial guidelines, is there a cost to the agency for the audit?	For each energy performance contract that we are awarded, there is a cost associated with the IGA. Johnson Controls' Sustainable Infrastructure team will propose an IGA cost for the facilities associated with the Sourcwell member's project. The cost is dependent on the size, scope, and magnitude of the facilities. Generally speaking, the Sourcwell member will specifically identify the scope of work for Johnson Controls to complete in the IGA. During the development process, the scope may change, and the Sourcwell member may or may not agree to continue the project. If Johnson Controls does not meet the scope, deliverables, and attributes articulated in the IGA, then no fee is required. Johnson Controls' Sustainable Infrastructure team has completed tens of thousands of IGAs. We have a remarkable track record of providing accurate and very competitive fees associated with a highly comprehensive IGA. Sourcwell and its members should be cautious of ESCOs that provide an unrealistically or artificially low fee as it usually means that they are hiding their actual IGA costs in other portions of the project.
74	Describe and upload any standard agreements which may be proposed to a Participating Entity.	The following standard agreements which may be proposed to a Participating Entity have been uploaded: U.S. PDA: Johnson Controls' standard agreement for project development, including provision of technical energy audits, IGAs, and project-definition deliverables. Commonly, the customer has no obligation to pay if the parties execute an implementation agreement (e.g., ESPC) following receipt of the PDA deliverables. U.S. ESPC: Johnson Controls' standard agreement for ESPCs, providing for the design and installation of agreed-upon Facility Improvement Measures at a specified price, with measured and verified savings and an energy savings guarantee. U.S. Install: Johnson Controls' installation agreement for instances where implementation-only (no guarantee) is desired by customer. Provides for delivery of agreed-upon ECMs at a specified price, without M&V or energy savings guarantee. Canada PDA: Johnson Controls Canada LP's standard agreement for project development, including provision of technical energy audits, IGAs, and project-definition deliverables. Commonly, the customer has no obligation to pay if the parties execute an implementation agreement (e.g., ESPC) following receipt of the PDA deliverables. Canada ESPC: Johnson Controls Canada LP's standard agreement for ESPCs, providing for the design and installation of agreed-upon Facility Improvement Measures at a specified price, with measured and verified savings and an energy savings guarantee. Caveat applicable to all: These are templated, base agreements subject to jurisdiction and context-specific tailoring, periodic updates, and negotiation.

Table 8: Pricing: Payment Terms and Financing Options

Line Item	Question	Response *
75	Describe your payment terms and accepted payment methods.	<p>Pricing Terms: The price to be paid by the customer for the work shall be determined based on project scope. Payments (including payment for materials delivered to Johnson Controls and work performed on and off-site) shall be made to Johnson Controls based on an agreed upon down payment (percentage of total project cost) at signing. Monthly progress payments thereafter as defined below: Progress Payments: At least 15 days before the date established for each Progress Payment (first of the month), Johnson Controls shall submit to the customer an itemized application for payment for work completed on AIA Forms 7202 and 7203. Submission of the agreed upon monthly progress payment invoice will be delivered to the district 15 days after the pencil copy. Payment will be made by the customer no later than 30th day of the following month. Such applications for progress payments may include requests for payment on account of changes in the work which have been properly authorized by modifications. Progress Payments shall be made on account of materials and equipment delivered and suitably stored at the site for subsequent incorporation in the work. If approved in advance by the customer, payment may be similarly made for materials and equipment suitably stored off the site. Final Payment, constituting the entire unpaid balance for the work, shall be made to Johnson Controls within 60 days after the Substantial Completion Date. Payments may be withheld on account of any breach of the Agreement by Johnson Controls and claims by third parties (including Johnson Controls subcontractors and materials suppliers), but only to the extent that written notice has been provided to Johnson Controls and Johnson Controls has failed, within 10 days of the date of receipt of such notice, to provide adequate security to protect the customer from any loss, cost, or expense related to such claims. The total price for Johnson Control's M&V Services will be established for each project. The customer will be billed annually, and payment will be due when the customer receives the Johnson Controls invoice and in advance of the services Johnson Controls is to provide and shall be made throughout the Guarantee Term. No further measurement or verification of energy savings will take place after completion of Year 3. In the event the customer wishes to extend the duration of the guaranteed term and associated M&V Services beyond Year 3, Johnson Controls shall furnish the customer pricing for such extension. In the absence of the customer's decision to extend the guaranteed term and M&V Services, the assured performance guarantee shall be deemed complete and satisfied at the end of Year 3. State ESPC regulations may require different terms, Johnson Controls will comply with required governmental regulations. Payment Methods: We accept wire transfer, check, money order.</p>
76	Describe any leasing or financing options available for use by educational or governmental entities.	<p>We Bring a Structured Finance Team to Identify Options Our Structured Finance department, through our finance company Johnson Controls Capital LLC (JC Capital), is dedicated to identifying customized financing options for clients. We can provide general information relating to all available financing options to assist with analysis of each financing option. Johnson Controls can also provide detailed and project-specific factual information on contingent payment, leases, and grants and incentives. In providing such information, Sourcwell members should understand that we are not recommending a course of action on any of the financing options, nor are we acting as an advisor. Johnson Controls is not</p>

registered as a municipal advisor with the Securities and Exchange Commission pursuant to Section 15B of the Securities Exchange Act of 1934.

If a Sourcewell member is considering financing a project using municipal securities, they should engage and rely on the advice and recommendations of independent municipal advisors, bond counsel and underwriters with respect to the aspects of such financing. Should a Sourcewell member need it, Johnson Controls can provide a list of such advisors with whom we have worked with in the past and know they have experience in providing such advice on energy efficiency and facility improvement projects. Johnson Controls has no arrangement or understanding, formal or informal with, and receives no benefit, directly or indirectly, from such parties by providing a Sourcewell member with their names or should their services be chosen. Should a Sourcewell member decide to finance their project through the issuance of municipal securities, Johnson Controls can assist as needed with factual information the bond counsel or underwriters may need on a description of the project, project scope, cost and overall projected benefits. Our Structured Finance team wants to match the right financing structure with what is best for Sourcewell members, and most appropriate for the project.

Financing Options

Johnson Controls has provided structured financing for thousands of clients. We recently financed more than \$500 million in energy projects in one year alone. We work with more than 20 lenders, grant and rebate administrators, and finance experts every day, negotiating on behalf of our clients and helping to structure funding in the best way possible. Energy performance contracting typically requires funding in the form of a tax-exempt municipal lease or tax-exempt lease-purchase agreement. While our clients may not be familiar with this type of financing vehicle, our team of experts in the Structured Finance Team has the experience and expertise needed. The team responds to the special characteristics of each project to identify customized financing options for every project.

Most of the firms that provide energy infrastructure financing actually secure financing through a third-party lender. Johnson Controls has formed Johnson Controls Capital LLC (JC Capital), a wholly owned subsidiary that acts as our captive finance company, established with the sole purpose of creating global financing solutions, facilitating and streamlining financing for Sourcewell members.

It is important to note that Johnson Controls does not make any money on financing. We arrange financing purely to assist our clients. Our Structured Finance Team matches the right financing structure to what is best for the Sourcewell member and most appropriate for the project. There are multiple ways to finance a performance contract project with Johnson Controls. The following information summarizes finance options.

Johnson Controls' Exclusive Contingent Payment Program

Johnson Controls understands that Sourcewell members may prefer not to borrow money from a bank or issue bonds to purchase infrastructure improvements. With that in mind, we offer our Johnson Controls Contingent Payment Program, which allows clients to avoid an unconditional debt service obligation.

The Contingent Payment Program was created by Johnson Controls to give clients an alternative to traditional debt financing. The program offers the following benefits:

- The member pays nothing during installation.

- Payments during the performance period equal savings generated by the energy improvements.

- Sourcewell members will pay less than expected if a performance shortfall occurs.

In the Contingent Payment Program, Sourcewell members would not borrow money from a bank or issue bonds. Instead, Johnson Controls would fund the cost of the project and would allow the Sourcewell member to pay for the project over time. The member would not make any payments to Johnson Controls until after project installation.

Once we complete the installation, the Sourcewell member would make scheduled quarterly payments to Johnson Controls equal to the number of benefits that the project is expected to deliver. Many clients choose to pay for those benefits from their utility budget. A decrease in utility cost provides funding to pay for energy savings.

It is important to note that the member does not have an unconditional debt service obligation to Johnson Controls. Instead, the amount the member pays is contingent upon Johnson Controls' delivery of savings. If we do not produce the savings as expected, the Sourcewell member can withhold the shortfall amount from your next payment.

This variable structure based on performance creates a maximum payment amount that could be due, but no minimum. This means our cost recovery is capped and could be lower than expected. Johnson Controls bears the risk if we fail to deliver the benefits, and the member can consequently pay less than expected.

We can offer terms that are typically longer than what most banks allow. To manage working capital, we assign the long-term accounts receivable to investors. However, it is important to note that Johnson Controls has complete responsibility for its performance at all times through the term of the contract.

Lease Financing

The most common form of financing for performance contract projects is a lease-purchase agreement typically secured through a Tax-Exempt Lease Purchase. In these arrangements, the Sourcewell member (as lessee) enters into a transaction with a financial institution (the lessor). A lease-purchase is popular because:

- It is not considered statutory debt.

- It does not require voter approval.

- The documentation and closing costs are relatively light.

- The time to close can be less than 30 days.

According to the Association for Government Leasing & Finance, one of the most valuable attributes of a lease-purchase is that it enables clients to finance projects without incurring a "debt" or an "indebtedness" that is subject to voter approval and debt limitations.

The most frequently used covenant is the non-appropriation clause. The documents are drafted so that the lessee may elect to not renew its obligation at the end of the current fiscal period. The lease payment that the lessee makes for each fiscal period is consideration for use and enjoyment of the leased property during the particular fiscal period.

If the lease payments are paid from the current fiscal period's revenues and the

lessee has no obligation beyond the current fiscal period, the lease-purchase is not considered debt under the laws of most states.

The lease-purchase will contain an original term equal to one fiscal period and option renewal terms for each subsequent fiscal period of and when the lease-purchase is appropriated. The number of renewals is limited to a maximum term. If a lessee doesn't appropriate rental payments in its budget for a succeeding fiscal period, the lease-purchase was not renewed, and it automatically terminates. This is not a default. The lessee has simply exercised its contractual right under the lease-purchase. The risk is born by the lessor. It should be noted that credit rating agencies, like S&P and Moody's, negatively view an act of no-appropriation.

In most transactions, the lessee has a purchase option to pay off the lease-purchase early and acquire the equipment. To secure the payment of the lessee's obligations, the lessor retains a security interest constituting a first lien on the equipment. During the lease term, title resides with the lessee. However, if the lease-purchase is terminated early for reasons other than exercise of the purchase option, title automatically transfers back to the lessor. A lease-purchase can be structured to qualify for tax-exempt status, which carries a lower interest rate than a taxable lease-purchase of similar credit quality and term. There are a wide number of banks and leasing companies that participate in the lease-purchase market. That broad supply of capital ensures competitive pricing. It should be noted also that a lease-purchase is typically structured as a private placement.

That lack of liquidity and the non-appropriation clause frequently means that a lease-purchase has interest rates that are slightly higher than a bond issuance. However, the closing cost for a lease-purchase is relatively low, which often makes it an efficient financing vehicle for projects under \$25 million. A lease-purchase is also very flexible, as amortization schedules can be "sculpted" to match the savings from a performance contract and there are no minimum principal payment denominations. Another positive attribute is that the time needed to close is relatively short (approximately 30 days).

Johnson Controls can work with lenders to design a payment schedule that corresponds to the construction period and savings generated from the project. The goal is to create a cash flow neutral transaction for the Sourcewell member. We can help to identify lenders that can offer lease-purchase terms that are as long as the law will allow. The longer amortization term enables the member to obtain more facility improvements with the same amount of savings. This reduces the number of improvements that the Sourcewell member needs to purchase through your capital budget or other debt financing.

Bonds

Many customers have a master indenture for bond issuance to finance their capital improvements. The same vehicle can be used to fund energy savings projects. The Sourcewell member may choose to issue bonds solely for a specific Johnson Controls project, or for a larger capital improvement plan that rolls into the performance contract. For larger transactions, the capital market is an excellent funding source for credit-worthy borrowers that require a broader pool of investors or more financial flexibility. In addition, bonds typically have the lowest cost of capital, which enables clients to maximize their energy savings projects. We cannot provide recommendations on a bond issuance. However, we can provide in-depth detail on the project to enable the Sourcewell member and their advisors and underwriters to structure a bond issuance in a way that best services the needs of the member.

Energy as a Service

Energy as a Service (EaaS) enables our customers' privilege of focus for their core operations and purpose by transferring their financial risk to meet their organization's decarbonization goals to Johnson Controls. It represents a business model whereby the Sourcewell member would enter into a service contract, which would include a defined scope of services, future O&M, future lifecycle and energy cost, and potentially other capital requirements such as new energy efficient building technologies, central plant upgrades and measures to meet the member's carbon reduction goals. The tally of these costs and improvements would be financed, which will be paid back monthly in fixed guaranteed payments based on the availability of services.

Under this model, proponents would utilize several practices to enhance and minimize the use of capital by creating O&M and energy savings through proven contracting methods such as the following opportunities:

- BOOM (Build, Own, Operate, Maintain)
- Energy Savings Performance Contracts (ESPC)
- Power Purchase Agreements (PPA)
- Pay for Performance Contracts
- On Bill Financing Solutions

With the above in mind, Johnson Controls can customize a model that best supports the goals and objectives of the Sourcewell member. We have the experience to utilize the various contracting methods mentioned to develop an EaaS approach that will provide long-term cost certainty, asset renewal and improved service delivery.

Infrastructure as a Service

Our Infrastructure as a Service (IaaS) program is one-way public entities can redirect operating expenses into capital improvements without diminishing their borrowing capacity or cash reserves. Under this program, the Sourcewell member would make no upfront capital investment. Together with our funding partners, Johnson Controls would pay for the cost to engineer and install improvements that optimize the utility, operational, and capital costs for the energy infrastructure (and for that matter, any other building technology). Once installed, the member would pay for the benefits that it receives over the contract term.

Infrastructure as a Service is a "pay for performance" program. A key difference is the inclusion of maintenance and lifecycle replacement throughout the term of the agreement. Johnson Controls will refurbish and repair all equipment throughout the agreement but will not ask the Sourcewell member for more funds. You get the benefit of new infrastructure without the burden of ownership. We pay all operations and maintenance costs during the contract term. At the end of the term, the member can choose to either extend the service contract or purchase the improvements for fair market value. The Sourcewell member also has contractual hand back provisions at the end of the agreement so that Johnson Controls honors our Facility Condition Index (FCI) at end of term. IaaS clients have strong credit ratings and can afford to traditionally finance the projects but consider the packaging of maintenance, lifecycle and FCI on a per unit basis a set-it-and-forget-it model.

		<p>Power Purchase Agreement (PPA) Through third-party ownership, a Power Purchase Agreement (PPA) provides customers the ability to purchase electricity generated by on-site renewable energy systems for a period of 15-25 years. This method is advantageous because no upfront funding is required, the customer is not responsible for operations and maintenance of the systems, and it allows for predetermined electricity pricing. A PPA can also leverage federal and state tax incentives not available to some customers.</p> <p>Under this program, Sourcewell members would make no upfront capital investment. Together, with our funding partners, Johnson Controls would pay for the cost to engineer and install the solar arrays. Once the project is completed, the Sourcewell member would pay for the benefits that it receives over the contract term through a program that offers off-balance sheet financial treatment. This program is a "pay for performance" program, where the Sourcewell member only pays for the energy and/or resiliency benefits realized, should the member want to further consider energy storage as part of the program.</p> <p>Each Sourcewell member gets the benefit of new infrastructure without the burden of ownership. Johnson Controls covers the operational and maintenance costs during the contract term. At the end of the term, the member can choose to either extend the service contract or purchase the improvements for fair market value (FMV). Based on IRS law, a Fair Market Value buyout at a selected year of ownership is required to monetize the tax credit in a PPA.</p> <p>Investment Tax Credit The Investment Tax Credit (ITC) provides a federal tax credit for owners of certain eligible investments. Taxpayers that are state and local governments and tax-exempt entities may receive cash in exchange for ITCs via a direct payment election. The ITC percentage could be between 6% and 50% (without considering a low-income bonus allocation) of the eligible investment(s) depending on the facts and circumstances of a project. While Johnson Controls cannot provide tax or legal advice, we do have expertise with the ITC program, its process, and key considerations. As we work with Sourcewell members to build and finalize project scopes, we will leverage our internal ITC specialist to layer in potential ITC impacts. Ultimately, the act of computing or claiming an ITC is the responsibility of the entity that owns the eligible property. As necessary and allowable, we will share relevant project information with the Sourcewell member's tax and legal counsel in their effort to compute and claim an ITC.</p> <p>Leveraging NCL Government Capital Aside from these financing and leasing options, we recommend that customers leverage NCL Government Capital. NCL has a Sourcewell awarded contract and provides tax exempt municipal financing. Please visit the NCL Government Capital site using the link below to learn more. www.sourcewell-mn.gov/cooperative-purchasing/011620-ncl.</p>
77	<p>Describe any standard transaction documents that you propose to use in connection with an awarded agreement (order forms, terms and conditions, service level agreements, etc.). Upload a sample of each (as applicable) in the document upload section of your response.</p>	<p>The following standard transaction documents within a file entitled Johnson Controls Transaction Documents within the Documents section. These transaction documents may be used in connection with an awarded agreement.</p> <ul style="list-style-type: none"> U.S. HVAC LM Terms: Johnson Controls' standard agreement for labor and material at the branch level. U.S. HVAC PSA Terms: Johnson Controls' standard agreement for preventative service agreements at the branch level to maintain facility equipment and controls. Canada HVAC LM Terms: Johnson Controls Canada LP's standard agreement for labour and material at the branch level. Canada HVAC PSA Terms: Johnson Controls Canada LP's standard agreement for preventative service agreements at the branch level to maintain facility equipment and controls. <p>Caveat applicable to all: These are templated, base agreements subject to jurisdiction and context-specific tailoring, periodic updates, and negotiation.</p>

Table 9: Pricing: Audit and Administrative Fee

Line Item	Question	Response *
78	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed agreement with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing.	<p>The Cooperative Team, in conjunction with the Sustainable Infrastructure (SI) team, developed the Sustainable Infrastructure Cooperative Workflow process that is followed for each opportunity.</p> <ol style="list-style-type: none"> 1. The SI account executive creates an opportunity in Salesforce, and in the cooperative field, they identify the opportunity. 2. The primary goal is to determine if a cooperative can be used for a performance contract within the State for that vertical market and scope of work. 3. Our Cooperative team works in conjunction with our Legal team to identify cooperative and performance contracting codes and creates a justification summary for that opportunity. 4. Once a determination has been approved by Legal, the account executive presents Sourcewell to the customer as a procurement option. 5. The Sourcewell member / customer agrees to using the Sourcewell performance contract for procurement and is presented with a Project Development Agreement (PDA) and/or Business Case Analysis (BCA). 6. Upon approval of the PDA, the cooperative lead meets with the project development / sales teams to ensure that they price in accordance with the Sourcewell award as they develop the project. Throughout this process, they check the scope to be sure it is in accordance with the Sourcewell contract. 7. Prior to the senior management review of the entire project, the project development team must review the scope, pricing, and back-up documentation with the cooperative lead. 8. After SI leadership approves the entire project and the terms and conditions have been agreed to by the member and Johnson Controls, a final contract is provided to the Sourcewell member saying that this agreement is in accordance with the Sourcewell awarded PC contract.
79	If you are awarded a agreement, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the agreement.	<p>Johnson Controls' Sustainable Infrastructure team has established key performance indicators (KPIs) for evaluating the performance of our Cooperative Program. These internal metrics are comprised of data from both sales and finance. For example, key metrics we utilize include the number of sales representatives who have an active Sourcewell proposal in the Salesforce pipeline and year-over-year sales data associated with each Sourcewell contract.</p> <p>To further ensure program success, Johnson Controls' Sustainable Infrastructure team ensures that all Sustainable Infrastructure team members have been trained on the nature of this contract and are strongly encouraged to attend the Sourcewell Universities training curriculum. We conduct "Relationship Surveys" annually to measure customer satisfaction and generate a Net Promoter Score. Through the surveys, we learn of additional support a customer might require and gain insight into continuous improvement areas to further meet customer expectations. "Transactional Surveys" are issued after key milestones are completed to assist with open dialogue and ensure the project runs smoothly from all points of view.</p>
80	Provide a proposed Administration Fee payable to Sourcewell. The Fee is in consideration for the support and services provided by Sourcewell. The propose an Administrative Fee will be payable to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. The Administrative Fee will be calculated as a stated percentage, or flat fee as may be applicable, of all completed transactions utilizing this Master Agreement within the preceding Reporting Period defined in the agreement.	<p>Johnson Controls proposes a 1% administrative fee. On significant opportunities, we would like to leave open our ability to further negotiate a reduction on a case-by-case basis.</p>

Table 10: Supplemental Factors

Line Item	Question	Response *
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81	Describe your marketing strategy for promoting this opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	<p>Within the first 30 days, Mary Beth Alexander, our Sustainable Infrastructure (SI) Cooperative Contract Manager, will launch this contract to the entire Sustainable Infrastructure Team and explain why this Cooperative Contract is the one to utilize moving forward. She will be supported by our SI leadership and executive team. A new process has been instituted within the Johnson Controls Sustainable Infrastructure team that requires all public sector performance contracting opportunities that would normally utilize an RFP to consider the usage of a cooperative vehicle prior to going to market in any other way. This RFP has captured the interest of the most senior leaders within the Johnson Controls' Sustainable Infrastructure team. We have significant growth goals, and this contract will provide a strategic lever to achieve these goals with a shortened sales cycle. We have a corporate intranet site that will serve as a single location for all information regarding the contract, execution, marketing, and sales tools. The site is visible and accessible to every employee on the Sustainable Infrastructure team.</p> <p>In coordination with Paul Poblocki, our Director of Marketing and Strategy for the Sustainable Infrastructure team, we are willing to develop a series of marketing materials in coordination with Sourcewell., and we will develop an internal campaign driven by our Development Managers who manage local teams of our sales and engineering experts. These Development Managers are part of our current go-to-market strategy in the public sector. This campaign will require our Johnson Controls team to work closely with the Sourcewell team to maximize the exposure of this contract. The availability of the contract will also be promoted internally and integrated into daily sales resources (CRM system, educational web-based trainings, sales communications, and a dedicated internal intranet site). Our account executives (sales professionals) share their best practices and success stories with each other and often their success stories include Sourcewell contracted customer wins - this internal word of mouth is very effective for getting our sales teams motivated to sell through a Sourcewell contract.</p> <p>On a quarterly basis the cooperative lead will review the progress of the deployment and usage of this vehicle with the Senior Sustainable Infrastructure Management team.</p> <p>Johnson Controls' Sustainable Infrastructure team communicates to our existing and potential Sustainable Infrastructure customers on a monthly basis through our Silver Bullet Marketing campaign. We intend to include a reference to the Sourcewell agreement in monthly communications that align to the products and services covered under this contract.</p> <p>In addition to our marketing plans outlined above, we will leverage our partnerships with the public sector professional organizations we support both nationally and regionally. Many of our competitors simply have a booth at annual trade shows. Johnson Controls' Sustainable Infrastructure team believes that a strong relationship with the members of each organization is dependent upon our attendance at local meetings and providing training and informative seminars as the organization's subject matter expert.</p>
82	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	<p>We use a variety of electronic platforms to ensure contract awareness and to continually educate customers on ESPC solutions in general. Some current updates that are in process include having a strong digital component to our advertising program that includes pay-per-click advertising. Online banner advertising, e-newsletters, links to JohnsonControls.com from key websites. We continue to make significant investments in redesigning our website and implementing marketing automation software that integrates with salesforce.com.</p> <ul style="list-style-type: none"> Update our existing customer database files for known Sourcewell members Continuous refresh/updates to the Internet (as stated, there will be a dedicated page to Sourcewell) Conduct emailer campaigns Generate potential new customer leads available for inclusion into Sourcewell contracts via our lead generation partner, Bay MarketForce Promote via newsletter and corporate announcements
83	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreements into your sales process?	<p>Johnson Controls, Inc, Johnson Controls Canada, LP, Johnson Controls Fire Protection, Johnson Controls Security Solutions, and TYCO dba Johnson Controls have had tremendous success with our previous Sourcewell awards. As you may know, we have many of the same customers still with us under the Sourcewell agreement and have greatly expanded the program. We continue to make improvements and build upon past successes and learn from our experiences.</p> <p>Our Cooperative team has had the benefit of working with Sourcewell's Principal Supplier Development Executive across our current three (3) awarded contracts. Johnson Controls, Inc also works with the Sourcewell business development team and as a result, can attend tradeshow in conjunction with Sourcewell. Additionally, we are a member of NCPP that provides significant visibility to our Sourcewell awarded contracts, and provides numerous speaking platforms throughout the year.</p> <p>We understand our sales staff will be responsible for most of the marketing responsibilities for this contract. We are positioned to continue to work together to support a wide range of Sourcewell members.</p> <p>It is critical to continue efforts of working with Sourcewell and its legal team to interpret codes in the various states, territories, provinces, and vertical markets for this performance contract and for the benefit of Sourcewell members. Members of the Johnson Controls, Inc. Government Relations Team have worked with Sourcewell to target legislative action in a variety of states to help better position cooperative contracts moving forward.</p>
84	Are your Solutions available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	<p>Johnson Controls, Inc has a very limited number of products available through e-procurement platforms due to the products not being commercial-ready off the shelf. Equipment is solution-based depending upon a customer needs. A contract such as an ESPC is too complex to procure from a site given the complexity and nuance associated with each particular project.</p>

<p>85</p>	<p>Describe any training programs related to this proposal such as OSHA training, safety training, electrical safety, etc. Define if the training is offered in-person or virtually. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.</p>	<p>By collaborating with Johnson Controls and our Sustainable Infrastructure team, Sourcewell members will have the ability to receive standard operational as well as customized training offerings.</p> <p>Johnson Controls' Sustainable Infrastructure team understands that it is our responsibility that the Sourcewell member's staff who will operate and maintain the installed equipment and systems are provided with the knowledge and skills needed to manage those systems and equipment effectively and efficiently. As a leader in technical training, Johnson Controls has the capacity and qualifications for educating the member's staff appropriately. To ensure the success of the project, Johnson Controls' Sustainable Infrastructure team will develop a project-specific comprehensive training program. We have outlined our proposed approach below that covers the training to occur during and after construction.</p> <p>Training would occur during three different phases:</p> <ol style="list-style-type: none"> 1. User group education and collaboration 2. Training during the installation phase of the project. 3. Ongoing training throughout the life of the performance contract as warranted and during turnover of personnel. <p>Pre-education and collaboration for user-group</p> <p>We normally think of training being delivered to the technicians who will maintain the equipment. However, depending on the final ECM selection, education for the user groups may be equally important. Johnson Controls' Sustainable Infrastructure team may recommend and will support a series of training sessions for the user group, risk management team and other stakeholders to gain their understanding and support for the project. Local subject matter experts speaking their language can answer their questions and concerns and address potential issues with this group before they impact the project.</p> <p>Installation Phase Training</p> <p>During the installation phase of the project, Johnson Controls' Sustainable Infrastructure team will conduct both centralized and remote field training. The centralized training and the remote field training will be conducted at the Sourcewell member's facilities.</p> <p>Centralized Training. The centralized training will consist of two 2-day courses on controls, operations, and maintenance. The result will be a detailed understanding of the installed systems and equipment and how they interact with each other. The target audience for this training will be the member's facility operations personnel that operate and maintain the systems.</p> <p>Field Training. Field training will be conducted on-site at the member's facilities. This training will occur near the end of a particular construction phase and will be tailored to the specific scope installed at that facility. This training will consist of sessions as listed to familiarize the maintenance and operating staff with the various new equipment and systems. Each training session will accommodate 5 to 15 individuals. The training sessions will be facilitated by the Johnson Controls project manager who will have subcontractor representatives available to provide detailed training on their respective scope items.</p> <p>Training Quality. To ensure the success of our training program and the most efficient process possible, our instructors will offer training review sessions at the end of training sessions to ensure a complete understanding of the topics / equipment covered that day.</p> <p>Ongoing Training</p> <p>In addition to regularly scheduled training, our performance assurance process often presents ongoing training opportunities as we measure project performance to ensure optimal efficiency and the ongoing success of the project. Our Lead Performance Engineer for the member's project will monitor ongoing performance and will consult with member's staff if any abnormalities or deficiencies are observed that affect the generation of the anticipated savings. These areas may indicate a need for additional training for service personnel. During M&V activities, Johnson Controls' Sustainable Infrastructure team also will apprise Sourcewell member staff of opportunities to further enhance project performance and of any additional opportunities for energy savings. Turnover of personnel also presents training needs that need to be addressed. Johnson Controls' Sustainable Infrastructure team will videotape specific training for the member to use for internal training and on-boarding. Any questions or additional training needs can be addressed with the lead performance assurance engineer to ensure that new personnel are afforded proper guidance and instruction to perform their jobs.</p> <p>Safety is a Top Priority</p> <p>Our goal is an injury-free workplace. It is a daily focus for our craftsmen, mechanics, supervisors, and subcontract personnel, and it is incorporated into each segment of the work we provide. The safety of employees, the public, subcontractors, and company operations are of paramount importance and take precedence over expediency or short cuts. We expect our workers to make every effort to prevent accidents and to provide safe working conditions. We abide by national, state, and local safety codes as well as those established by Sourcewell members. Safety is everyone's responsibility at all levels of Johnson Controls, including our subcontractors' organizations.</p> <p>As the Sourcewell members' partner on every project, it is our responsibility to maintain consistency in the project environment, avoid any interruptions, and mitigate any potential risks relating to unnecessarily unsafe conditions. To that end, our operations manager will administer the site safety program, while our corporate safety department will audit the project periodically to ensure compliance. We will prepare a site-specific safety plan and submit it for approval as part of each design and construction submittal. The major elements of the safety program are as follows:</p> <ul style="list-style-type: none"> The implementation and enforcement of each Sourcewell member's safety requirements, Johnson Controls policies, and OSHA safety regulations. Documentation, investigation and reporting of occupational injuries in accordance with Johnson Controls and OSHA guidelines. Posting of OSHA worker safety guidelines and right-to-know information. Conducting regular site safety meetings. Training personnel on the site safety policy, right-to-know, use and maintenance of personal protective equipment. Issuance and control of safety-related work permits Control of work site access to alleviate work area congestion. All-inclusive record of Material Safety Data Sheets and a log of all hazardous materials on-site. Lock-out and tag-out procedure implementation. Fall protection education and enforcement. Confined space identification and monitoring. Hazardous material identification and abatement coordination. Any other Sourcewell member requirements.
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86	Describe any technological advances that your proposed Solutions offer.	<p>Johnson Controls is the world's largest pure-play provider of sustainable products and service-based solutions focused on promoting net zero and carbon reduction practices in the industry. We recently introduced OpenBlue Platform to support our customers in helping them to monitor and adjust their greenhouse gas (GHG) emissions to meet sustainability goals.</p> <p>The OpenBlue Net Zero Advisor provides the ability to monitor GHG emissions for Scope 1 and 2 across the portfolio. By continuously gathering utility provider data (when available) or manual data uploads via templates, OpenBlue Enterprise Manager (OBEM) will monitor the emission of each building, region/location, and portfolio. This can quickly highlight when excess emissions are being produced by a facility. Net Zero Advisor provides the ability to analyze emissions and energy consumption against a selectable baseline year. Trend graphs allow the sustainability or energy manager to analyze the performance over time and easily identify areas of drift. In situations where the GHG emissions are difficult to understand across your portfolio, OBEM's Net Zero Advisor will capture each building's emission footprint to help paint a clear picture of your portfolio's GHG status. Total GHG emissions for current year, including Scope 1 and Scope 2 emissions are summarized at each level of the operations. Total emissions reduction for calendar year are captured manual through templates based on renewable energy credits and carbon offsets. Finally, Net emissions help you track progress toward sustainability objectives.</p> <p>In addition to the Net Zero Advisor, OpenBlue is a complete suite of connected solutions that serve industries from workplaces to schools, hospitals to campuses, and more. This platform includes tailored, AI-infused service solutions such as remote diagnostics, predictive maintenance, compliance monitoring, advanced risk assessments, and more. A dynamic new space from Johnson Controls, OpenBlue is how buildings come alive.</p>
87	<p>Please describe which memberships/certifications your company may have relevant to this RFP:</p> <ul style="list-style-type: none"> -National Association of Energy Service Companies (NAESCO) -Department of Energy (DOE) qualified list of energy service companies (ESCOs) -Other (list) 	<p>NAESCO Accreditation</p> <p>The National Association of Energy Service Companies (NAESCO) has continuously recognized Johnson Controls as an accredited ESCO since 1997. NAESCO designated us as an Accredited Energy Service Provider (ESP) in 2003 (the first year ESPC accreditation was available). We are one of only 13 companies in North America to receive this designation. Our current Certificate of Accreditation is valid through November 2026.</p> <p>Our Vice President of Sales, Charles McGinnis, is named as NAESCO's Board Chairman, showing our commitment to the industry.</p> <p>This third-party accreditation demonstrates that we have the technical and managerial competence to do the following:</p> <ul style="list-style-type: none"> Develop comprehensive energy efficiency projects, including lighting measures, efficient motors and drives, and measures involving HVAC systems. Provide a full range of energy services, including conducting energy audits, providing, or arranging project financing, completing design engineering, selecting energy efficient equipment, providing operations and maintenance services, and verifying energy savings according to accepted industry practice. Implement performance-based projects. Supply energy through the development and implementation of build/own/operate distributed generation, cogeneration or combined heat and power projects or the firm contracting energy supply. <p>Sourcewell members will benefit from our extensive involvement in NAESCO as well as a wide range of accreditations, certifications, and memberships in other professional/trade organizations. We have our finger on the pulse of the industry, and we help drive industry standards and procedures. That knowledge will be instrumental in choosing the most cost-effective ECMs, incorporating the latest technology, and providing some of the highest-trained professionals as part of the solution team.</p> <p>DOD and DOW Prequalification</p> <p>U.S. Department of Defense (DoD) and Department of Energy (DOE) prequalified Johnson Controls Government Systems to engage in ESPCs through the following contract vehicles:</p> <ul style="list-style-type: none"> Army Worldwide IDIQ: Awarded in May 2015 and covers any federal agency with government-owned facilities anywhere worldwide. DOE Worldwide ESPC III IDIQ: The Department of Energy awarded a new worldwide IDIQ contract in April 2017 that covers any federal agency with government-owned facilities anywhere worldwide. GSA ESPC: The GSA Schedule GS-07F-190CA (effective Sept. 1, 2015) covers any federal agency with government-owned facilities anywhere worldwide. <p>Our active memberships and affiliations with many of these organizations show Johnson Controls' dedication to improving our clients' operations. Additionally, our participation with facility-based organizations, such as International Facility Management Association (IFMA) and Building Owners and Managers Association (BOMA), enables us to fully understand industry standards and evaluate Sourcewell members' facilities for solutions that are being implemented successfully in similar facilities.</p> <p>Associations and Memberships</p> <p>We minimize risk for our clients by remaining active in a wide range of associations. Our ability to successfully implement a wide variety of energy efficiency improvements in all facility settings will provide you with the assurance that your project will be successful.</p> <ul style="list-style-type: none"> American Correctional Association (ACA) ASHRAE Association of Energy Engineers (AEE) Association of Physical Plant Administrators (APPA): Johnson Controls is a long-standing active APPA member and education partner. The company's major APPA activities include national, regional, and local conventions in 40 locations; program and event sponsorships; and providing speakers and/or facilitators for business-education forums and workshops. Johnson Controls, Inc. also sponsors engineering co-op and internship programs, and joint product research projects. Building Office Management Association (BOMA) Construction and Maintenance Institute (CMI) Energy Efficiency Global Forum: Business executives, government leaders and advocates from across sectors and continents convene for actionable dialogues on advancing energy efficiency. Johnson Controls is a Silver Sponsor Energy Services Coalition (ESC) International Facilities Management Association (IFMA) National Association of Colleges and University Business Officers (NACUBO) National Association of Energy Service Companies (NAESCO) National Association of Minority Contractors National Association of State Energy Officials (NASEO) National Association of State Facilities Administrators (NASFA) National Minority Supplier Development Council U.S. Green Building Council: A national coalition representing all sectors of the building industry (architects, environmental groups, engineers, utilities, product manufacturers, universities, building owners, and Federal, State, Local Government). Promote the design, construction, and operation of environmentally responsible, profitable, healthy places to live and work. Launched LEED in 2000, the most complete rating system for green buildings. Piloting LEED for Existing Buildings 2002

<p>88</p>	<p>Describe any "green" initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.</p>	<p>At Johnson Controls, we pride ourselves on building smarter, healthier and more sustainable tomorrows. We approach our own ambitious decarbonization goals as an opportunity to lead by example, while our nearly 140-year heritage of building technologies and services provides new solutions for customers around the world to accelerate their own net zero journeys. The following list several of the initiatives and solutions that Johnson Controls has contributed to and are actively working on.</p> <p>Green Initiatives Sustainable Energy for All: We are a co-convenor of the Sustainable Energy for All initiative participating in the Building Efficiency, District Energy, Industry Efficiency Accelerators, and Cooling for All initiatives. These initiatives leverage global expertise to accelerate local government implementation of building efficiency policies and programs, addressing challenges of access to cooling and technology development, and further energy efficiency in the industrial sector.</p> <p>We are proud of our sustainability leadership. As an early reporter in sustainability, we continue our commitment to measurement and transparency to improve our sustainability efforts. We have reported sustainability data since 2002 and follow the Comprehensive Global Reporting Initiative Standards. We helped start the Global Battery Alliance with the World Economic Forum to address the challenges of pollution, recycling, and sustainable development in the global battery market.</p> <p>Our current key innovations and initiatives demonstrate acceleration in delivering energy efficiency and decarbonization in buildings. This includes our expertise in the solutions that form the smart building trifecta of energy-efficient equipment, clean electrification and digitalization. Through our work in upgrading building equipment to make it energy efficient, and replacing the use of gas and oil in buildings with electrification and aggregating data, we are creating an entirely new class of green buildings. It's a decarbonized built environment that amplifies energy, emissions and cost savings, and even enables buildings to produce more energy than they use, thereby transforming buildings from cost centers and carbon problems to cash centers and carbon solutions.</p> <p>Green Solutions We are a sustainability company. Our commitment extends beyond the walls of our company, to the knowledge and expertise we can bring to our clients. To date, we have been involved in more than 500 renewable energy projects including biomass, solar, and geothermal technologies. Our solutions have reduced carbon dioxide emissions by 17.4 million metric tons and generated savings of \$7.5 billion since 2000. Our renewable technologies customers include K-12 school districts, higher education customers, local governments, state government departments, and federal government agencies.</p> <p>For example, in 2015, we helped Stanford University cut its water use by 15% and save \$420 million in operational costs thanks to a new central energy facility (CEF) developed with help from Johnson Controls. The new plant helps Stanford make substantial progress to meet California's statewide goal to reduce water use by 25%. Over the past decade, Johnson Controls product innovations and solutions have reduced refrigerant charge in HVAC equipment by nearly 30%, while improving efficiency by more than 40%. These improvements have a major impact on reducing the greenhouse gas emissions over the lifecycle of our products. Our recently released York YZ magnetic-bearing centrifugal chiller is the most efficient chiller in the world and uses a next generation low-GWP (global warming potential) refrigerant, delivering not only environmental responsibility, but superior performance and lower cost of ownership.</p> <p>We have completed over 52 million square feet of certified green building space for our customers around the world. In China alone, we have helped our customers achieve LEED for 51 locations covering 25 million square feet and China's Star Green building certification for eight locations covering 5 million square feet. Our York high-efficiency heating and cooling systems dynamically adjust capacity and airflow, instead of simply turning on or off, air circulates more precisely and quietly, reducing energy costs as much as 50%. York Affinity™ Variable Capacity Residential Systems are Wi-Fi enabled, empowering users to monitor their home comfort system via the internet. Charge Assurance™ monitoring streamlines installation and simplifies service.</p> <p>Our solutions are making a difference in buildings like the Children's of Alabama medical center, where OpenBlue and heat pump technologies have delivered \$450,000 in annual savings and reduced the use of natural gas by 69%. In Norway, OpenBlue is helping create the largest net energy-positive building in the northern hemisphere, while in Dubai Silicon Oasis, our chillers and AI-driven solutions are significantly reducing carbon footprint by some 30 percent and guaranteeing energy savings of approximately 4.2 million kWh per year. We also help customers achieve energy savings through the implementation of Energy Performance Contracting. Through these projects we deploy equipment upgrades and management services to deliver guaranteed energy savings and achieve GHG reductions. Since January 2000 these projects have resulted in a reduction of more than 26.2 million metric tons CO2e.</p> <p>Our Distributed Energy Storage (DES) systems are a core business for Johnson Controls. We have 100+ years of experience delivering batteries that meet our customers' evolving needs. The Stationary Energy Storage team helps customers realize savings through energy storage and peak shaving. They engineer, develop, manufacture, and sell stationary energy storage solutions that use smart technology to reduce energy costs by decreasing electric demand charges.</p> <p>Johnson Controls provides the most efficient and reliable energy storage system for enabling grid optimization and renewable energy integration. The strength of our offering comes from the combination of our world-class battery technology, in-depth buildings expertise and intelligent controls to deliver holistic energy storage solutions.</p> <p>Carbon Transition Plan Johnson Controls also continues to take significant climate action and has committed to achieving net zero scope 1 and 2 carbon emissions by 2040, ten years ahead of the goal set out in the Paris Climate Agreement. By 2030, we aim to cut our scope 1 and 2 emissions by 55% and we're currently ahead of schedule, having already achieved a reduction of more than 43% from our 2017 baseline. We also aim to reduce our scope 3 emissions by 16%, a goal we have already exceeded, having reduced emissions by 27% from our 2017 baseline. These ambitious 2030 emissions reduction targets have been approved by the Science-Based Targets initiative (SBTi).</p> <p>Rewards and Recognition Just a few recognitions Johnson Controls has received over the last year: CDP Climate Change A List - One of fewer than 400 companies to receive this distinction amongst more than 21,000 who disclosed to CDP 2024 World's Most Ethical Companies - One of just 11 companies worldwide to receive this honor 17 times ISS ESG Prime Ranking - Awarded to companies with an ESG performance above the sector-specific Prime threshold, which means that they fulfil ambitious, absolute targets MSCI AA Leadership Rating - Recognized as a leader in managing environmental, social and governance risks and opportunities Sustainalytics ESG Industry Top Rated - Designated as an industry leader in ESG management Time's World's Best Companies - Recognized for employee satisfaction, economic resilience and our progress towards ambitious sustainability goals Terra Carta Seal - One of the first 45 companies globally to receive the Terra Carta Seal for creating "genuinely sustainable markets" Clean200 - Listed at #31, up from #40 last year, recognizing the top 200 companies leading the transition to a sustainable global economy, by Corporate Knights EcoVadis Gold - Top 4 percent of more than 100,000 companies assessed across environment, labor and human rights, ethics and supply chain sustainability</p>
<p>89</p>	<p>Identify any third-party issued eco-labels, ratings</p>	<p>Sustainability is a cornerstone of our business. All over the world, our products and services empower</p>

or certifications that your company has received for the Solutions included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.

customers and communities to consume less energy and conserve resources. We don't just talk about sustainability at Johnson Controls. We do what we say we will do — year after year. Our worldwide corporate headquarters in Glendale, WI, contains four LEED Platinum buildings, which provide a showcase for our energy-efficient and sustainable building products and services we provide to customers around the world.

Our new Asia Pacific headquarters demonstrates our continued sustainability commitment. It was China's first "triple certified" green building — with LEED® Platinum, China Three-Star and IFC-World Bank EDGE certifications — and is the winner of the 2017 Shanghai Enterprise Sustainability Impact Award. The following are examples of the third-party eco-labels, ratings, and certifications obtained by Johnson Controls for our solutions included in this proposal, related to green lifecycle design, energy efficiency, and sustainability.

Green Building Council

Johnson Controls is a member of the U.S. Green Building Council (USGBC) and serves on its board of directors. The USGBC is the premier organization for advancing the green building movement. We were the first energy services company member of this broad-based coalition of about 600 leading building industry companies and organizations. Through our relationship with the USGBC, we have access to the country's leading environmentalists, architects, and others.

In 2022, we were awarded the LEED Proven Provider designation for LEED BD+C by the Green Business Certification, Inc. This designation was developed to streamline the LEED project review process for experienced organizations that demonstrate consistent excellence in administering LEED projects.

"Quality is at the core of the LEED certification process, and Johnson Controls has exhibited expertise in helping to bring healthy, high-performing buildings to the market," said Sarah Alexander, senior vice president of certification, GBCI. "The LEED Proven Provider model represents a great partnership between Johnson Controls and GBCI, because it allows GBCI to maintain a rigorous certification program and gives Johnson Controls an opportunity to deliver LEED projects to its clients faster."

As a LEED Proven Provider in BD+C, Johnson Controls will be able to offer clients a streamlined and truncated LEED certification process. Our high-quality submissions result in the ability to skip phases in the review process and can improve a project's chances of achieving LEED certification after only one review. Johnson Controls is also a member and Platinum Sponsor of the Canada Green Building Council (CaGBC), a national organization with representation from all sectors of the building industry (architects, environmental groups, engineers, utilities, product manufacturers, building owners, and federal, provincial and municipal governments). The Council promotes the design, construction, and operation of environmentally responsible, profitable, healthy places to live and work, and is responsible for administering the Leadership in Energy and Environmental Design (LEED) program in Canada.

Leadership in Energy and Environmental Design

As a charter member of the U.S. Green Building Council (USGBC) board, Johnson Controls helped develop the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. This rating system provides standards and recognition for designing, constructing and operating sustainable, high-performance facilities. With approximately 800 LEED credentialed employees, we are able to help our clients navigate the LEED rating system and certification process for both new and existing buildings.

Johnson Controls has completed over 52 million square feet of certified green building space for our customers around the world. For example, in 2019, McGill University Health Care became the first facility in Quebec to achieve its second LEED Gold Certification, thanks to a 30-year partnership with Johnson Controls. In 2020, we helped the Chase Center in San Francisco's Mission Bay achieve LEED Gold certification by the Green Building Council for building design and new construction. Demonstrating its commitment to the highest levels of sustainability practices, it's one of only 10 NBA arenas that have achieved a LEED certification, with six having reached Gold or higher.

WELL Certification

Public needs are changing in cities and communities around the world. To truly place their trust back into the places they call home, they need to know that the buildings and spaces where they work, live, and serve are prioritizing their health and wellness. Johnson Controls is committed to meeting these expectations through the creation of healthy people, healthy places and a healthy planet.

Through our partnership with the International WELL Building Institute (IWBI), Johnson Controls helps customers support their healthy building mission by achieving the gold standard in wellness certifications. As a leader in the people-first approach to buildings, organizations and communities, IWBI introduced the WELL Building Standard as a roadmap for customers that share its vision for wellness.

Applicants access the WELL Building Standard platform to input building preconditions and optimizations. Based on this data, they receive a performance scorecard as well as infrastructure improvement suggestions. For a comprehensive rating, the certification is strategically divided into ten components:

- Air
- Water
- Nourishment
- Thermal comfort
- Sound
- Materials
- Light
- Mind
- Movement
- Community

By achieving WELL certification, Johnson Controls customers can continue to win back public trust one person at a time. When employees, customers, residents or visitors see the WELL seal at an entrance, they can be confident knowing the environment inside has been optimized to protect every aspect of their well-being.

Standards, Audits, & Inspections

Our business is committed to providing quality products and services that meet or exceed the expectations of our customers, following the highest safety standards and taking the necessary steps to minimize our operations' effect on the environment. As such, we adhere to the highest industry standards and follow established best practices and guidelines, using third-party audits to affirm our compliance with these established practices.

We have a company-wide environmental, health and safety policy that is supported by our local, regional and site-specific employee health and safety policies and programs. Our health and safety policies are developed in line with our Zero Harm vision and are designed to protect employees and the environment and include local and regional regulatory requirements and industry standards (e.g., European Union, US-OSHA, National Fire Protection Association, country-specific) where necessary. The policy is reviewed annually.

Our safety management system follows the standards of ISO 45001. Many of our locations are certified under this standard. However, we do not require external certifications for all operations. As part of the ISO 45001 standard and other applicable health and safety standards, we require teams at our locations to perform regular safety audits to ensure proper safety policies, program procedures, analysis and training are in place. Audit data is used to create improvement and corrective action plans.

In addition, various locations maintain other key certifications including ISO 9001, ISO 14001 and ISO 50001.

We engage an independent third-party conformity assessment and certification vendor to audit selected operations for adherence to our global health and safety standards. In addition to management systems certifications for ISO 9001, ISO 14001 and ISO 45001, the third-party auditor also performs specialized audits for location-specific health and safety issues (e.g., ergonomics, industrial hygiene, machine guarding, OSHA record keeping, NFPA 70e live electrical, confined space). The on-time completion of any findings identified

		<p>during these audits is also an enterprise leading indicator.</p> <p>Additional Third-Party Certifications</p> <p>We have two decades of proven sustainability success and are honored to be included in more than 40 prestigious sustainability indexes (https://www.johnsoncontrols.com/corporate-sustainability/recognition), including CDP's Climate Change Leadership List, Dow Jones Sustainability Index, and the 100 Best Corporate Citizens list since 2006.</p> <p>Johnson Controls has made voluntary corporate commitments to environmental efforts, including:</p> <ul style="list-style-type: none"> Copenhagen Communiqué. Global Alliance for Energy Productivity. Business Commitment to Paris Agreement. Alignment with UN Sustainable Development Goals. The Climate Group: EP100. Responsible Corporate Engagement in Climate Policy. UN Global Compact. <p>Johnson Controls has achieved ENERGY STAR certifications for our higher efficiency Ducted Systems products, and all of our heating and cooling products sold in North America are AHRI certified for energy efficiency. Furthermore, we are proud to be recognized as one of the World's Most Ethical Companies, to be named to CDP's Climate Change A List for transparency and performance on climate change, and to be recognized by the following organizations for our commitment, our results and our transparency.</p>
<p>90</p>	<p>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.</p>	<p>Johnson Controls does not hold any of these certifications and is classified as a publicly held corporation. However, Johnson Controls and our Sustainable Infrastructure team do have a diversity program and plans to offer this program through the Sourcewell ESPC contract.</p> <p>Our commitment to incorporate diverse-owned businesses into our product and service offerings is rooted in our mission to exceed customers' increasing expectations. Johnson Controls operates under a strategic business imperative to include commercial and purchasing processes, robust outreach and training, goal setting and tracking, and internal and external reporting that keeps diversity business development front of mind. As such, we review and communicate goal attainment and progress throughout the organization monthly. We understand that diversity business development is a team effort and requires the support of each Johnson Controls office, facility, and account.</p> <p>Participating Agencies may use diverse partners through the Master Agreement simply by indicating to the account manager, either verbally or in writing, of the desire for diverse-owned business participation. While there are no pricing changes when using the diversity program, we receive competitive bids from multiple diverse-owned businesses, which ensures you receive a competitive price for the services or equipment.</p> <p>Execution/Accountability</p> <p>We have a diversity business initiative that is directed by senior management and is integrated into our corporate strategy. A diverse business is defined as a company that is at least 51% owned, managed, and controlled by one or more minority persons, or non-minority women, or a small business that conforms to guidelines established by the United States Small Business Administration, or a historically underutilized business based on local country definitions.</p> <p>Spending with Diverse Suppliers</p> <p>We are a leader in supplier diversity. Since 1993, we have spent more than \$22 billion with certified women- and minority-owned suppliers. Globally, we have included more than 400 diverse and historically underutilized companies into more than 30 product and service categories to support our customer solutions.</p> <p>Program Implementation</p> <p>Our program is successful because the company has built an infrastructure of accountability, training, processes, systems, and people to make supplier diversity a competitive advantage for the firm. All the operational, commercial, and advanced diversity business activities are tied together with standardized processes used companywide:</p> <ul style="list-style-type: none"> Supplier diversity training for internal departments and prime contractors Talk back orientation sessions Electronic capability matching and tracking Diverse business mentoring modules Decision-maker recognition programs Equity joint ventures and strategic alliances Performance tracking and forecasting <p>Diverse business involvement program for prime suppliers</p> <p>Supplier Diversity Training for Internal Departments and Prime Contractors — We offer a course, Increasing Diverse Supplier Participation, for every employee who is delegated the responsibility to commit the expenditure of corporate funds directly or indirectly for the purchase of goods and services.</p> <p>Talk Back Orientation Sessions — We hold orientation sessions in key cities throughout the United States and via video stream. At these meetings with potential diverse suppliers, the company's supplier diversity team and procurement personnel explain the pre-qualification process and review active purchasing plans.</p> <p>Electronic Capability Matching and Tracking — We use an automated process to present diverse supplier capability to internal decision makers for consideration on current and future projects. Potential suppliers with products and services complete a supplier profile. These profiles are transmitted electronically to decision makers for consideration on current and future projects. Once selected and active in the supplier base, this system produces reports on diverse purchasing performance for internal management and customers.</p> <p>Diverse Business Mentoring Modules — We use the concept of buying cohorts to mentor diverse suppliers, other corporations, and regional councils. We form groups of 16 corporations and 20 diverse suppliers called business modules to provide focused procurement opportunities and corporate training on ways to strengthen supplier diversity processes.</p> <p>Decision Maker Recognition Programs — Buyers compete for our coveted Chairman's Award and Merit Award. Candidates increase their chances of winning by structuring deals with diverse firms that offer continuous improvement in our products or services to our customers, productivity in our facilities, and time compression. Field personnel also compete in our diversity business awards program for their support of our supplier diversity strategy.</p> <p>Equity Joint Ventures and Strategic Alliances — Under certain circumstances, we will structure equity joint ventures and strategic alliances with diverse-owned firms. Typically, these arrangements are formed to jointly pursue new business or to solve an internal technical challenge.</p> <p>Performance Tracking and Forecasting — Our diversity business development initiative is successful and outstanding because we believe in continuous improvement. We improve its accountability processes by adding monthly supplier diversity top project reviews with our chief procurement officer. These review meetings monitor divisional diversity purchasing performance along with upcoming customer projects that require diversity business involvement. Projects are categorized by likelihood of consummation. The list of high-potential projects, the names of the project champions and their division, project dollar values and expected realize dates are presented to the senior team.</p> <p>We have two levels of accountability for diversity purchasing performance:</p> <ul style="list-style-type: none"> Quarterly purchase plan reviews with buying teams in each division. Monthly diversity project reviews with divisional procurement vice presidents and our CPO to develop actions for the project pipeline going forward. <p>These enhanced accountability processes ensure diverse business involvement early on during the definition stages of our projects. These processes also organize the global sourcing efforts so we minimize the difficulty diverse suppliers can experience while trying to sell to a large organization. At any point in time, the supplier</p>

diversity team knows what projects are active and open for diverse supplier involvement.

Diverse Business Involvement Program for Prime Suppliers — We require our prime suppliers to launch supplier diversity initiatives, rather than simply buy products and services from diverse suppliers. Each prime supplier that reports second tier spend is measured on the following criteria:

- Completion of second tier annual plan.
- Designation of a supplier diversity coordinator.
- Becoming a regional member of the National Minority Supplier Development Council (NMSDC) or the Women's Business Enterprise National Council (WBENC).
- Attending an NMSDC/WBENC procurement trade show or networking event.
- Completion of our supplier diversity basic training course.

Corporate Outreach Program

The following information highlights our recent activities and achievements in support of diverse-owned firms:

- Integrating supplier diversity and business development as a key component of our strategic business plan. Purchases from diverse companies are targeted to grow each year.
- Convening trade shows and other events to encourage companies to purchase goods and services from diverse firms.
- Including diverse suppliers in acquisitions/divestitures, lead supplier arrangements, joint ventures, and strategic alliances.
- Implementing standardized internal processes throughout the company for recruiting, training, and using diverse suppliers nationwide.
- Expanding the successful business module program for customers and key suppliers throughout the United States.
- Adopting cloud-based systems to provide business opportunities for diverse suppliers, measure performance, and promote diversity-oriented business solutions to customers.
- Strengthening mandates for existing suppliers that require them to offer solutions supporting supplier diversity, as a condition of doing business with our company.
- Establishing capacity-building groups around the country to provide focused procurement opportunities and corporate training.

<p>1</p>	<p>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>	<p>At Johnson Controls, our vision is a world that's "safe, comfortable, and sustainable" and our broad set of innovative ESPC products and services focuses on what you need to ensure peak facility operability, reduce utility usage, increase facility efficiency, drive cost savings, and provide a safe, comfortable, and safe environment for all those who enter Sourcewell member facilities.</p> <p>Proven and Battle Tested</p> <p>By selecting Johnson Controls as your partner, you take the guesswork out of the equation. We've proven time and again on successful project after successful project with our customers and across thousands ESPC programs throughout North America that we know how to get the job done. Johnson Controls and its Sustainable Infrastructure team have invested a significant amount of time in fully understanding the local, regional, and federal laws that govern ESPC.</p> <p>Technical Expertise with ECMs:</p> <p>Johnson Controls' Sustainable Infrastructure team evaluates all standard and advanced ECMs for every project we audit. Our team also possesses in-house expertise and has dedicated personnel available to support the design, development, and implementation of each of these ECMs. While most ESCO partners provide the evaluation of standard ECMs, it is rare to find one that houses the depth, inhouse, to evaluate all product categories. As Johnson Controls' Sustainable Infrastructure team begins the IGA for each member, we will take ample time to understand the true goals and pressures surrounding each project so that we can deploy our own assets and, where needed, employ specialist partners to consult where needed.</p> <p>Number of employees and amount of business conducted in the last 5 years.</p> <p>Johnson Controls employs approximately 105,000 professionals worldwide, with 28,000 additional employees (all full-time equivalents) within North America. Our total revenue over the past five years is \$122 billion. This includes more than \$2.3 billion in systems and equipment delivered through performance contracts over this time.</p> <p>Innovation:</p> <p>Using best practices from our ESPC projects from across North America, each Sourcewell member and Johnson Controls' Sustainable Infrastructure team will jointly evaluate the existing buildings as a team and apply emerging technologies to produce a project that sets the standard in the industry.</p> <p>Local Resources:</p> <p>Each Sourcewell member will benefit from our ability to mobilize quickly and begin the project design and development with local resources. Having Johnson Controls personnel onsite frequently will drive more effective collaboration. As an added benefit, costs will not be incurred for air travel and living expenses, as they may with other firms.</p> <p>The Sourcewell members will have access to a locally based team with expertise as well as additional local partners for long-term support through multiple channels. Furthermore, this local team will continue to manage the maintenance of the equipment and systems installed, ensuring a dependable project outcome beyond the life of the contract.</p> <p>Efficient and Agnostic Procurement:</p> <p>As a global energy service provider, we have projects currently taking place all over the world. Our centralized procurement team provides us with national contracts whereby we can get the best delivery dates, priority warranty support and volume pricing. This all translates to the best pricing and reduction in risk for the members. While Johnson Controls may have rival products to those already installed throughout the facilities, our goal is to ensure our projects deliver maximum value to the customer. Not Johnson Controls.</p> <p>Issue Resolution</p> <p>As noted earlier within this proposal, we believe that good communication means good business. The project manager for each project serves as the primary client liaison throughout the entire construction project planning and implementation process. In this capacity, the project executive coordinates weekly construction team meetings with designated Sourcewell member team members to ensure open lines of communication and expedient problem resolution. Every project comes with its challenges - and Johnson Controls has the tools, knowledge, and skills necessary to resolve any such issues to ensure timely completion.</p> <p>Fit for the Project</p> <p>We are the best fit to meet the needs of each Sourcewell member. Our entire organization is structured and equipped to deliver recommendation and solution targeted on addressing Sourcewell member goals and objectives.</p> <p>Johnson Controls' fit for the Sourcewell member ESPC projects relates directly to the opportunities and challenges of each member project. There is no underestimating the complexity and sensitivity of these projects. With the primary objective of this project being efficient upgrades to mission critical infrastructure, Johnson Controls offers the most comprehensive set of capabilities to each member. Looking at the complex requirements viewed against what Johnson Controls offers, we believe Sourcewell will see the advantages of selecting our company. But above all else we leave you with this foundational promise:</p> <p>"Johnson Controls mission is to provide a full range of systems and digital solutions, to make your buildings smarter. A smarter building is safer, more comfortable, more efficient, and, ultimately, more sustainable. Most important, smarter buildings let you focus more intensely on your unique mission. Better for your people. Better for your bottom line. Better for the planet."</p> <p>Ethics and compliance are our first priority - Throughout our history, Johnson Controls has conducted business with integrity. Our dedication to "Do the right thing" improves our long-term business performance, reputation, productivity, and employee retention. We look forward to extending this cultural mantra to the Sourcewell member community.</p> <p>Putting the future within everyone's reach - We recognize the will to decarbonize requires a way. This is one of the reasons we have created new paths for customers to overcome the financing gap, creating multiple mechanisms to put funding for sustainability projects within reach. So, we can make a difference now, when changes matter the most. When we electrify operations and optimize energy efficiency through our digital platform and technologies such as AI, digital twin and more, we can put data to work. This is our recipe for success, helping buildings slash carbon footprints, while saving on electric bills. Through this, we're enabling customers to accelerate action on climate, while also lifting economies and driving growth.</p>
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Exceptions to Terms, Conditions, or Specifications Form

Only those Proposer Exceptions to Terms, Conditions, or Specifications that have been accepted by Sourcewell have been incorporated into the contract text.

Documents

Ensure your submission document(s) conforms to the following:

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.
2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.
3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.
4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as "Marketing Plan."
 - [Pricing](#) - Johnson Controls Documents and Examples.zip - Monday July 15, 2024 16:16:51
 - [Financial Strength and Stability](#) - Johnson Controls Financial Strength.zip - Monday July 15, 2024 13:39:43
 - [Marketing Plan/Samples](#) - Johnson Controls Supplemental Marketing Documentation.zip - Monday July 15, 2024 14:17:38
 - WMBE/MBE/SBE or Related Certificates (optional)
 - [Standard Transaction Document Samples](#) - Johnson Controls Standard Transaction Documents.zip - Monday July 15, 2024 14:57:02
 - [Requested Exceptions](#) - RFP_071624_Energy_Savings_Performance_Contracting_Contract_Template_JCI Legal Rev.docx - Monday July 15, 2024 14:26:32
 - [Upload Additional Document](#) - Johnson Controls #071624 ESPC With Related Services RFP Response.pdf - Tuesday July 16, 2024 14:15:02

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT OF COMPLIANCE

I certify that I am an authorized representative of Proposer and have authority to submit the foregoing Proposal:

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 award.
3. The Proposer certifies that:
 - (1) The prices in this Proposal have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other Proposer or competitor relating to-
 - (i) Those prices;
 - (ii) The intention to submit an offer; or
 - (iii) The methods or factors used to calculate the prices offered.
 - (2) The prices in this Proposal have not been and will not be knowingly disclosed by the Proposer, directly or indirectly, to any other Proposer or competitor before award unless otherwise required by law; and
 - (3) No attempt has been made or will be made by Proposer to induce any other concern to submit or not to submit a Proposal for the purpose of restricting competition.
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 is created when a current or prospective supplier is unable to render impartial service to Sourcewell due to the supplier's: a. creation of evaluation criteria during performance of a prior agreement which potentially influences future competitive opportunities to its favor; b. access to nonpublic and material information that may provide for a competitive advantage in a later procurement competition; c. impaired objectivity in providing advice to Sourcewell.
5. Proposer will provide to Sourcewell Participating Entities Solutions in accordance with the terms, conditions, and scope of a resulting master agreement.
6. The Proposer possesses, or will possess all applicable licenses or certifications necessary to deliver Solutions under any resulting master agreement.
7. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
8. Proposer its employees, agents, and subcontractors are not:

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>;

Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal 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. - Maureen Blase, VP/GM Sustainable Infrastructure - North America , Johnson Controls, Inc.

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 obligations contemplated in the solicitation proposal.

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
Addendum_7_RFP_071624_Energy_Savings_Performance_Contracting Mon July 8 2024 03:50 PM	☑	-
Addendum_6_RFP_071624_Energy_Savings Fri July 5 2024 02:55 PM	☑	-
Addendum_5_RFP_071624_Energy_Savings_Performance_Contracting Wed July 3 2024 09:12 AM	☑	1
Addendum_4_RFP_071624_Energy_Savings_Performance_Contracting Mon July 1 2024 02:50 PM	☑	1
Addendum_3_RFP_071624_Energy_Savings_Performance_Contracting Thu June 13 2024 02:02 PM	☑	1
Addendum_2_RFP_071624_Energy_Savings_Performance_Contracting Wed June 5 2024 09:38 AM	☑	1
Addendum_1_RFP_071624_Energy_Savings_Performance_Contracting Tue June 4 2024 11:55 AM	☑	1