

**MASTER AGREEMENT #110724****CATEGORY: Artificial Intelligence (AI) Readiness, Implementation, and Support Services****SUPPLIER: Sia Partners 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 Sia Partners Inc., 294 Saint-Paul St. W. Montreal, Quebec H2Y 2A3 Canada (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 March 31, 2029, 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 (Solicitation #110724) to Participating Entities. In-Scope solutions include:
- a) AI readiness assessments;
- b) AI strategy and roadmap development;
- c) Responsible AI policy development;
- d) Implementation and support services, including:
- i) Infrastructure and technology recommendations
- ii) Data preparation
- iii) Proof of concept
- iv) Custom AI model development
- v) Pilot project
- vi) Deployment and integration
- vii) Ongoing support and maintenance; and
- e) Training and education.
- 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 Sourcewell 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 Sourcewell 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 Sourcewell 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 Sourcwell 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; 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. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other 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

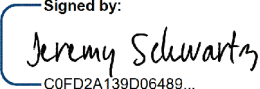
standard form agreements may be offered as part of its Proposal. Supplier and Participating Entity may complete and document transactions utilizing any type of transaction documents as mutually agreed. In any transaction document entered utilizing this Agreement, Supplier and Participating Entity must 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

Sia Partners Inc.

Signed by:



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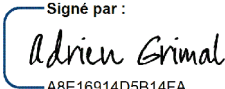
By: \_\_\_\_\_

Jeremy Schwartz

Title: Chief Procurement Officer

Date: 3/28/2025 | 9:04 AM CDT

Signé par :



A8E16914D5B14FA...

By: \_\_\_\_\_

Adrien Grimal

Title: Associate Partners Data Science & AI

Date: 3/27/2025 | 5:08 PM CDT

# RFP 110724 - Artificial Intelligence (AI) Readiness, Implementation, and Support Services

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## Vendor Details

Company Name: Sia Partners Inc.

Does your company conduct business under any other name? If yes, please state: Sia Partner, Sia Partenaires

Address: 294 Saint-Paul St W  
Suite 101  
Montreal, Quebec H2Y 2A3

Contact: Marco Savoie

Email: aocanada@sia-partners.com

Phone: 514-692-2952

HST#:

## Submission Details

Created On: Monday October 07, 2024 08:04:40

Submitted On: Wednesday November 06, 2024 20:29:25

Submitted By: Marco Savoie

Email: aocanada@sia-partners.com

Transaction #: de8d461c-25f4-4639-bc86-14c79ec7843a

Submitter's IP Address: 70.80.30.59

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## Specifications

**Table 1: Proposer Identity & Authorized Representatives (Not Scored)**

**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).

Table 1 Specific Instructions. Sourcewell requires identification of all parties responsible for providing Solutions under a resulting master agreement(s) (Responsible Supplier). Proposers are strongly encouraged to include all potential Responsible Suppliers including any corporate affiliates, subsidiaries, D.B.A., and any other authorized entities within a singular proposal. All information required under this RFP must be included for each Responsible Supplier as instructed. Proposers with multiple Responsible Supplier options may choose to respond individually as distinct entities, however each response will be evaluated individually and only those proposals recommended for award may result in a master agreement award. Unawarded entities will not be permitted to later be added to an existing master agreement through operation of Proposer’s corporate organization affiliation.

Line Item	Question	Response *	
1	Provide the legal name of the Proposer authorized to submit this Proposal.	Sia Partners Inc.	*
2	In the event of award, is this entity the Responsible Supplier that will execute the master agreement with Sourcewell? Y or N.	Y	*
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).	No subsidiary entity involved in this Proposal	*
4	Provide your CAGE code or Unique Entity Identifier (SAM):	CAGE: 99AF8 SAM: ZNN5L5F7BCY9	*
5	Provide your NAICS code applicable to Solutions proposed.	54 - Professional, scientific and technical services	
6	Proposer Physical Address:	294 Saint-Paul St W, Montreal, Quebec H2Y 2A3	*
7	Proposer website address (or addresses):	<a href="https://www.sia-partners.com/en">https://www.sia-partners.com/en</a>	*
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):	The representative that will have the authority to sign the “Proposer’s Assurance of Compliance” on behalf of Sia Partners is Myrielle Robitaille.  Principal & Canada Representative Name: Myrielle Robitaille Title: Managing Director, Energy & Environment Address: 294 rue Saint-Paul, Montreal, (QC) Canada Email: myrielle.robitaille@sia-partners.com Phone number: 514-465-4581  US Representative Name: Adrien Grimal Title: Associate Partners, Data Science & AI Address: 294 rue Saint-Paul, Montreal, (QC) Canada Email: adrien.grimal@sia-partners.com Phone number: 514-281-1737	*
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Name: Myrielle Robitaille Title: Managing Director, Energy & Environment Address: 294 rue Saint-Paul, Montreal, (QC) Canada Email: myrielle.robitaille@sia-partners.com Phone number: 514-465-4581	*
10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Name: Bill Sanders Title: Partner Address: 1230 W. Morehead St. Suite 204. Charlotte, NC 28208. Email: bill.sanders@sia-partners.com Phone number: 980-939-2234	

**Table 2A: Financial Viability and Marketplace Success (50 Points)**

Line Item	Question	Response *
11	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested Solutions.	<p>Sia Partners is a next-generation management consulting firm and pioneer of Consulting 4.0. We offer a unique blend of AI and design capabilities, augmenting traditional consulting to deliver superior value to our clients. Counting over 3000 consultants in 20 countries, we achieved EUR 455 million in revenue for fiscal year 2022/2023. With a global footprint and expertise in more than 30 sectors and services, we optimize client projects worldwide. Since its founding in 1999, Sia Partners has transformed from a specialized management consulting firm into a global leader in AI and digital transformation consulting. Recognizing the transformative potential of AI early on, Sia Partners established a dedicated AI Center of Excellence, integrating artificial intelligence, machine learning, and data analytics into its core offerings. Today, Sia Partners delivers a comprehensive suite of AI solutions tailored to meet the complex needs of diverse industries, including finance, energy, telecommunications, and healthcare.</p> <p>Sia Partners' approach to AI is founded on the principles of innovation, excellence, and ethical responsibility. We are committed to empowering our clients through AI solutions that are not only effective but also ethical and transparent. Our business philosophy is centered on creating AI systems that are explainable and responsible, integrating ethics and compliance checks to minimize biases and maximize fairness. We value long-term partnerships and prioritize continuous learning, equipping our clients with the skills to autonomously manage and scale AI within their organizations.</p> <p>Sia Partners offers a full spectrum of AI services to support clients at every stage of their AI journey, from readiness to implementation and support:</p> <ul style="list-style-type: none"> <li>- AI Readiness: Sia Partners assesses the organization's data maturity, technological infrastructure, and strategic objectives to gauge AI readiness. We conduct in-depth evaluations of data availability, quality, and governance, along with workshops to align AI initiatives with business goals. This assessment phase ensures that organizations are fully prepared to integrate AI effectively and sustainably.</li> <li>- AI Implementation: Our implementation services include end-to-end model development, deployment, and customization. Through proprietary tools such as Heka, Sia Partners offers pre-trained AI assets and solutions in areas like predictive maintenance, customer sentiment analysis, and fraud detection. We work closely with clients to tailor these models, ensuring they align with each organization's specific requirements and are seamlessly embedded within their workflows.</li> <li>- AI Support and Monitoring: Post-implementation, Sia Partners provides ongoing support and monitoring to ensure that AI models remain robust, accurate, and up-to-date. We offer training programs and continuous optimization services, empowering in-house teams to handle model recalibration and improvements as new data is gathered. Our support services also include AI ethics reviews, regular audits, and compliance tracking to maintain transparency and build trust across all stakeholders.</li> </ul> <p>With a solid track record in AI across multiple sectors, Sia Partners has developed proven methodologies and industry-specific models that streamline AI adoption. Our expertise spans from automating financial services processes to optimizing energy systems through predictive analytics. By leveraging our proprietary AI asset platform, Heka, we enable rapid deployment of AI-driven solutions, customized to meet industry-specific challenges. We have successfully implemented AI projects that enhance operational efficiency, boost customer engagement, and drive data-informed decision-making, establishing us as a trusted partner in AI-driven transformation.</p>
12	What are your company's expectations in the event of an award?	<p>Sia Partners is well accustomed to partnering up with procurement platforms. With Sourcwell, as we do with all our partners, we are eager to put forward our resources and time in order to promote and respond in the best conditions to the procurement opportunities that can arise. In order to achieve that we value the following practices that ensure a smooth collaboration:</p> <ul style="list-style-type: none"> <li>- A clear and direct channel of communication would be created with Sourcwell and its representatives. There would be no intermediary on our end which will help streamline the process and render our communication more effective.</li> <li>- Frequent touchpoints can be planned in order to ensure the information is shared at the right time and with the right people.</li> <li>- Follow-ups and constructive feedbacks from Sourcwell would be well regarded and greatly appreciated since it would help us evolve in our practices and improve in our responses to the tenders. We are also available, in a collaborative effort, to respond to any user feedback that Sourcwell would want to administer.</li> </ul>

13	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.	Sia Partners' revenue for FY23/24 accounted for 505M \$USD. This number illustrates a +8% increase in revenue compared to FY21/22. Sia Partners has about 1000 Clients 92% of which are returning. A percentage of 4% of our revenue is invested in R&D. Sia Partners holds a solid, diversified, steady and recurring portfolio of large multinationals including 75+ Key Accounts (>1M€ of revenue/Year) among which 4 North American clients are rated in the Top 5 of our most prominent client accounts.
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14	<p>Describe the number of US entities, both public and private, to which you have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services.</p> <p>Public:</p> <p>Private:</p>	<p>Over the last 12 months, we have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services to a total of 20 different US entities.</p> <p>Public: 0</p> <p>Private: 20</p> <p>Here are some illustrative examples of our work:</p> <p><b>AmeriGas</b> Sia Partners played a crucial role in AmeriGas' transition from SAP to Snowflake. We developed data engineering pipelines using Snowflake and Databricks to support AmeriGas' analytics and reporting needs. Collaborating with AmeriGas' data scientists, Sia Partners improved machine learning models for better propane delivery predictions, ensuring fewer customers run out of propane and optimizing delivery routes. We also facilitated AmeriGas' shift from Qlik to Snowflake, maintaining the integrity of existing transformation processes and dashboards.</p> <p><b>Comcast</b> Comcast collaborated with Sia Partners to optimize Kissflow processes within their Data Services team. The project aimed to enhance operational efficiency by understanding and improving existing workflows, creating new processes, and documenting best practices and timelines for development.</p> <p><b>Conduent</b> Sia Partners deployed AI capabilities to optimize Conduent's billing process for their Human Capital Solutions clients. The project involved conducting contract-to-invoice reviews to identify missed revenue opportunities and propose process improvements, resulting in enhanced billing validation and reconciliation.</p> <p><b>Credit Suisse</b> The RegTech initiative at Credit Suisse focuses on enhancing regulatory reporting by leveraging AI to improve testing processes, which are traditionally manual, error-prone, and time-consuming. A Proof-of-Concept was developed to enhance testing coverage and reduce costs, involving knowledge transfer, data extraction, and machine learning models to predict relevant test cases. The model aims to reduce time-to-market and integrate with CI/CD processes.</p> <p><b>Evans</b> Sia Partners facilitated a workshop to evaluate and prioritize AI/ML use cases within Evans Delivery. The objective was to align AI initiatives with organizational goals, resulting in a prioritized list of use cases for business impact and technical feasibility, focusing on Fair Market Pricing Analysis, Bid Automation, and Capacity Matching.</p> <p><b>Finra</b> Sia Partners built a connected reporting tool for FINRA's Enterprise Financial Solutions team, consolidating data from various repositories into a centralized data mart. The project improved data accessibility, enabling dynamic dashboards for better financial management and planning across multiple business lines.</p> <p><b>Meta</b> Meta engaged Sia Partners to leverage GenAI for enhancing compliance efforts. The project focused on analyzing compliance documents and creating a search engine for document databases, using data modeling and prompt engineering to deliver insights and improve compliance response quality.</p> <p><b>Microsoft</b> Microsoft engaged Sia Partners to enhance their engineering and analytics capabilities by migrating from Azure Data Explorer to Azure Databricks. The project involved developing OKR strategy reports and improving reporting functionalities, supporting the Contributor Success Strategy and Business &amp; Customer Success teams.</p> <p><b>ModivCare</b> Sia Partners automated ModivCare's mileage reimbursement process using OCR technology to extract and verify data from handwritten forms. The project reduced manual processing, increased automation by 65%, and allowed employees to focus on value-added tasks.</p> <p><b>McKinstry</b> Sia Partners collaborated with McKinstry and Microsoft to develop DEAN.AI, a business unit leveraging machine learning and AI for project management and pre-sales. The project involved creating a custom chatbot and developing estimation tools for cost and energy savings, improving data access and efficiency.</p>
15	<p>Describe the number of Canadian entities, both public and private, to which you have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services.</p> <p>Public:</p>	<p>Over the last 12 months, we have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services to a total of 15 different Canadian entities.</p> <p>Public: 7</p> <p>Private: 8</p> <p>Here are some illustrative examples of our work:</p>

Private:

**ARTIFICIAL INTELLIGENCE (AI) READINESS AND ROADMAP**

1. City of Laval - Support for the Strategy, Innovation, and IT Performance Division  
 - Context: Support for the Strategy, Innovation, and IT Performance Division to enhance data science capabilities and implement data science projects.

## a. Introduction:

- Initial contact and introduction to key data science concepts.
- Presentation of different aspects of data science.
- Overview of modeling principles and technical architecture.
- Sharing of relevant case studies and experiences applied to the city.
- Implementation of data science projects.

## b. Ideation:

- Collection, exchange, and challenge around pre-identified projects.
- Sharing of relevant experiences applied to the city.
- Ideation based on data and the city's value chain.
- Prioritization and refinement of certain use cases.

## c. Training:

- Deep dive into key algorithmic areas.
- General knowledge of main use cases.
- Presentation of classical approaches and algorithms.
- Sharing of experiences.

## 2. City of Laval – Data Governance Roadmap for Municipal Data

- Context: The City of Laval aims to become the leader in citizen relations in the municipal world in Canada by 2025 and transform citizen relations from a reactive to a proactive management mode. The Citizen 360 project is a pillar of this ambition.

## - Objectives:

- Formalize a roadmap for implementing municipal data governance.
- Define the data governance model for the Citizen 360 project.
- Establish the first steps to generalize this model across the city.

**AI IMPLEMENTATION**

## 1. Ecosystem: Leverage GenAI to Answer Requests for Proposals

- Context: Ecosystem is an integrated design-build firm specializing in performance based, deep energy retrofit projects, focusing on data-driven design and decarbonization to facilitate energy transition.

## - Objectives:

- Improve efficiency of the customer acquisition team.
- Enhance proposal quality, accuracy, and uniformity.
- Eliminate knowledge silos and increase uniformity.
- Leverage technology for efficiency and competitiveness.

## - Features:

- Populate project attributes from imported requirement documents.
- Detect requirements and questions in RFP documents.
- Generate text for new proposals based on user input prompts.
- Search previous proposals by attributes and/or keywords.
- Automatically highlight relevant content from retrieved previous documents.

## 2. REVAU

- Context: Revau is an insurance intermediary working with brokers and insurers. To help underwriters establish quotes for brokers, an AI-powered technological platform was developed.

## - Objectives:

- Create an integration platform on Azure to streamline information flow.
- Automate prioritization of broker requests based on a score.
- Automatically assign new requests to the most relevant team.
- Auto-fill certain fields in the quoting tool from emails sent by brokers.

## 3. Hydro-Québec – Recommendation Engine for Energy Advice

- Context: The Project SENSEI is part of Hydro-Québec's 2035 action plan, aiming to reduce greenhouse gases and meet growing electricity demand by offering reliable, simple, and affordable services.

## - Objectives:

- Evaluate MLOps best practices and provide feedback on improvements.
- Offer technical support for the recommendation engine.
- Develop skills for Hydro-Québec teams on technical topics.
- Support change management within Hydro-Québec.
- Define success criteria for the project.
- Support operationalization, maintenance, and potential developments.

## 4. City of Laval: Citizen Project 360: Consolidate, Improve, Optimize, Secure, Promote Citizen Data

- Context: The City of Laval has embarked on a major transformation project to improve citizen relationship management. The Citizen 360 project aims to provide a personalized, integrated, and proactive service.

## - Objectives:

		<ul style="list-style-type: none"> <li>• Develop an integrated and personalized data management solution based on AI.</li> <li>• Have a deep and detailed knowledge of citizen profiles.</li> <li>• Define a single, consolidated reference for the products and services offered by the city.</li> <li>• Provide digital and proactive interaction between the city and the citizen.</li> <li>• Deliver the right product/service to the right person, at the right time and through the right channel.</li> <li>• Reduce operational costs and make informed decisions based on reliable data.</li> </ul> <p>5. NRCan - SmartWay Program Effectiveness</p> <ul style="list-style-type: none"> <li>- Context: The SmartWay program helps reduce fuel costs, emissions, and increase efficiency in the transportation industry. It works with freight carriers and shippers committed to benchmarking their operations and tracking their fuel consumption.</li> <li>- Objectives: <ul style="list-style-type: none"> <li>• Review the current comparative methodology and propose a new one.</li> <li>• Develop an intuitive, ergonomic, and automated platform for data centralization.</li> </ul> </li> <li>- Technologies Used: Python, Dash.</li> <li>- Results: <ul style="list-style-type: none"> <li>• New comparative methodology with deeper statistical and visual insights.</li> <li>• Intuitive, ergonomic, and automated platform for data centralization.</li> </ul> </li> </ul> <p>SUPPORT SERVICES</p> <p>1. City of Laval - Support for the Strategy, Innovation, and IT Performance Division</p> <ul style="list-style-type: none"> <li>- Context: Support for the Strategy, Innovation, and IT Performance Division to enhance data science capabilities and implement data science projects.</li> <li>- Objectives: <ul style="list-style-type: none"> <li>• Implementation of a prototype for a prioritized use case.</li> <li>• Definition of the technical and functional scope.</li> <li>• Detailed definition of the algorithmic approach to be implemented.</li> <li>• Realization of the algorithmic prototype.</li> </ul> </li> </ul> <p>2. Telus: Speech Analytics / NLP</p> <ul style="list-style-type: none"> <li>- Context: TELUS Communications is a Canadian telecommunications company that provides a wide range of communication services. Call center calls are recorded and processed using the GCP Contact Center AI (CCAI) API to convert speech to text and generate accurate transcripts.</li> <li>- Objectives: <ul style="list-style-type: none"> <li>• Detect follow-up opportunities by identifying customers interested in new products.</li> <li>• Measure agent performance and improve overall sales performance.</li> </ul> </li> <li>- Technologies Used: <ul style="list-style-type: none"> <li>• GCP Vertex AI, Big Query, Workflows.</li> <li>• NLP: transformers, BERT, sentence embedding, LLM, Generative AI.</li> <li>• Looker for data visualization and exploration.</li> </ul> </li> <li>- Results: <ul style="list-style-type: none"> <li>• Increased conversion rates in outbound call campaigns: campaigns are converting at a rate that is 4 times higher than the average.</li> <li>• Improved agent bridge and conversion rates: agents are now more successful in bridging to new products and services, resulting in a 3% increase in the overall bridge and conversion rate.</li> </ul> </li> </ul>	
16	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 Sourcwell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.	Our business has never petitioned for bankruptcy protection.	*
17	How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer the question that best applies to your organization, either a) or b). 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?	b) Sia Partners is a best described as a consulting services provider. Our sales and service force is comprised of employees of the company.	*



18	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>Sia Partners' AI &amp; data experts are trained and certified in Cloud technologies to support customers. The team also possess certifications in Agile methodologies to enhance their project management and delivery capabilities.</p> <p>Azure certifications:</p> <ul style="list-style-type: none"> <li>- Azure Administrator</li> <li>- Azure solution Architect expert</li> <li>- Azure AI Engineer Associate</li> <li>- Azure Data Engineer Associate</li> <li>- Azure Data Scientist Associate</li> <li>- Azure Enterprise Data Analyst Associate</li> </ul> <p>AWS certifications:</p> <ul style="list-style-type: none"> <li>- AWS - Foundational - Cloud Practitioner</li> <li>- AWS - Foundational - AI Cloud Practitioner</li> <li>- AWS - Associate - Solution Architect</li> <li>- AWS - Associate - Data engineer</li> <li>- AWS - Specialty - Machine Learning</li> <li>- AWS - Associate - Machine Learning</li> <li>- AWS - Specialty - Security</li> </ul> <p>GCP certifications:</p> <ul style="list-style-type: none"> <li>- Google - Associate - Cloud Engineer</li> <li>- Google - Professional - Cloud Architect</li> <li>- Google - Professional - Data engineer</li> <li>- Google - Professional - Cloud Developer</li> <li>- Google - Professional - Cloud Database Engineer</li> <li>- Google - Professional - Cloud DevOps Engineer</li> <li>- Google - Professional - Google Workspace Administrator</li> <li>- Google - Professional - Cloud Network Engineer</li> <li>- Google - Professional - Cloud Security Engineer</li> <li>- Google - Professional - Machine Learning Engineer</li> <li>- Google - Professional - Cloud Digital Leader</li> </ul> <p>Agile Certifications:</p> <ul style="list-style-type: none"> <li>- Professional Scrum Master</li> </ul>	*
19	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 Sourcwell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.	Sia Partners does not have any "Suspension or Debarment" during the past ten years.	*
20	Describe any relevant industry awards or recognition that your company has received in the past five years.	<p>Sia Partners has received in 2021, 2022 and 2023 the Gold Sustainability Rating of Ecovadis.</p> <p>It has also been recently nominated as the Best French Company in Ireland in the Ireland France Business Awards 2022.</p> <p>In 2020, Sia Partners was also voted part of the 25 best companies to work for in France.</p> <p>In 2019, Sia Partners was also nominated for MCA Awards in the following categories: People (with PRI), Social &amp; Environmental Value (with Cadent Gas) and Strategy (with EDF).</p> <p>In 2024, Sia Partners was listed 3rd in Organization &amp; Change Management by Forbes amongst management consulting firms</p> <p>In 2024, Sia Partners was listed amongst the top consulting firms in Australia (Platinum Mining, Metals, Energy and utilities /Gold in Management and Project Management)</p>	*
21	What percentage of your sales are to the governmental sector in the past three years?	Sia Partners has a different strategy for each market, and the percentage of sales may vary according to each location. Overall, 80% of our sales in the past three years were to the governmental sector. In the US, we have acquired many companies in the last three years, and we anticipate that once every operation is integrated, 25% of our sales will be with the governmental sector. In Canada, although we are still consolidating sales from every market and recent acquisition as well, over the last three years, 65% of our sales were to the governmental sector.	*
22	What percentage of your sales are to the education sector in the past three years?	Sia Partners has a different strategy for each market, and the percentage of sales may vary according to each location. Overall, 10% of our sales in the past three years were to the education sector. In the US, we have acquired many companies in the last three years, and we anticipate that once every operation is integrated, 5% to 10% of our sales will be with the governmental sector. In Canada, although we are still consolidating sales from every market and recent acquisition as well, over the last three years, 10 % of our sales were to the education sector.	*

23	List all state, cooperative purchasing agreements that you hold. What is the annual sales volume for each of these agreement over the past three years?	In Canada, the public sector represent 65% of our sales with a growing sales volume year after year. We are working with Alberta government, Quebec government, the federal government and many municipal entities across Canada. In the US, this sector is expected to growth really fast in the next three years with numerous acquisition over the last three years. We worked and have relationship with 95 entities in Canada and 1080 in USA.	*
24	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>Sia Partners holds numerous GSA (General Services Administration) contracts and Standing Offers around the world, including in Canada and the US. While gathering information about the US contracts is challenging at the moment due to recent acquisitions over the past three years, we can provide information regarding our contracts in Canada:</p> <ul style="list-style-type: none"> <li>- City of Montréal (2023-2025) with \$200K per year.</li> <li>- City of Laval (2021-2024) with \$2.5M per year</li> <li>- InvestQuebec (2022-2024) \$750k per year</li> <li>- Canadian Commission Energy (2021-2023) with \$300k per year</li> <li>- Energir (2020-2023) with \$100k per year</li> <li>- City of Calgary (2022-2024) - with 100k per year</li> <li>- CEPEO - K-12 Ontario (2023-2025) - with expected \$150k per year</li> <li>- Our MiddleEast practice generates roughly 80% of its revenues from government or government related agencies (estimated gross revenue of 12M USD). We work with over 30 different government clients active on a single year. Here I list the most relevant entities that we are working or have worked with over the past 3 years :</li> <li>- Dubai Municipality (UAE)</li> <li>- Ministry of Education (UAE)</li> <li>- Dubai Road and Transport Authority (UAE)</li> <li>- Abu Dhabi National Exhibitions Centre (UAE)</li> <li>- Abu Dhabi Department of Culture and Tourism (UAE)</li> <li>- Saudi Federation of Chambers (KSA)</li> <li>- Riyadh Municipality (KSA)</li> <li>- Saudi Public Investment Fund (KSA)</li> <li>- Saudi Minister of Tourism (KSA)</li> </ul> <p>In addition to these contracts, Sia Partners manages more than 400 MSAs. Over the last 12 months, we have engaged with over 1100 clients, with approximately 400 of these clients generating revenue greater than \$100k.</p>	*

**Table 2B: References/Testimonials**

**Line Item 25.** Supply reference information from three customers for projects performed relevant to this RFP. Of these customers, please list at least one (1) who is eligible to be a Sourcwell participating entity.

Entity Name *	Contact Name *	Phone Number *	
City of Laval	Danny Pagé	514.242.1353	*
Hydro-Québec	Pascal Ouellet	514.289.2211 (ext: 4222)	*
Strategic Power Systems	Salvatore DellaVilla Jr	848.245.6204	*

**Table 3: Ability to Sell and Deliver Solutions (150 Points)**

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

Line Item	Question	Response *	
26	Sales force.	The sales force is composed of approximately 140 individuals, including the director and executive personnel responsible for generating sales in each market, business unit and business line.	*
27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	Not applicable	*
28	Service force.	About 765 consultants in the United States and Canada, combined with more than 100 Data & AI experts, capable of providing comprehensive services, including AI readiness assessments, data strategy, AI model development, automation, training, and digital transformation solutions.	*

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>Sia Partners utilizes a public sector order process and funds flow design to cater to governmental entities. The following steps outline the process that may apply to Sourcewell customers:</p> <ol style="list-style-type: none"> <li>1. The Participating Entity (Customer) contacts their local Sia Partners Office to initiate a Sourcewell Contract Purchase.</li> <li>2. One of our Data &amp; AI Directors assesses the customer needs and whether the customer is a Sourcewell member.</li> <li>3. If the customer is a member, we proceed with making an offer.</li> <li>4. If the customer is not a member, Sia Partners assists them in completing their online membership application, while explaining the value and benefits.</li> <li>5. Sia Partners collaborates with the customer to define the scope of work based on their specific needs and requirements.</li> <li>6. The discounted rate is utilized to develop the proposal, considering any applicable incentives for the services.</li> <li>7. Upon acceptance of the proposal and placement of an order, Sia Partners commences the services.</li> </ol> <p>A notification could be sent to Sourcewell to inform them about the start of the new contract.</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>Sia Partners is committed to providing the best service to their clients and partners. As we strive for a streamlined process and good communication we also hold our customer service to high standards in terms of our response-time capabilities and the quality of our response. Our standard when it comes to response-time capability is based on a one to two open days goal based on the complexity of the answer. We also understand that some enquiries require a quicker response. As such we usually recommend our partners and providers to state the state of urgency of the enquiry in order for us to respond swiftly as required. In these instances, it is also preferred to open a direct line of communication through a phone call or a video conference which we can plan to the provider's convenience.</p> <p>This scheme is complementary to any recurrent project or steering meeting than would be set with the provider during the mandate.</p>	*
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	<p>Sia Partners is located in 12 of the most prominent cities in the United States and covers a coast to coast geographical outreach in the country (New York, New Jersey, Philadelphia, Baltimore, Charlotte, Atlanta, Houston, Los Angeles, Bay Area, Seattle, Denver and Chicago). Our offices regroup 6 different business lines averaging a revenue of 73M USD in 2022. Our team is comprised of over 573 consultants that work alongside over 50 different clients in their key transformation projects.</p> <p>Sia Partners is an emerging consulting leader in the US. Working from our headquarters in New York with offices across the states, we serve clients in both the public and private sectors, from mid-sized companies to Fortune 500s. Our track record proves we deliver significantly better than industry norms. We have supported large non-profit organizations including charitable foundations, school districts, and universities.</p>	*
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	<p>Sia Partners is located in 6 cities across Canada: Montreal, Toronto, Ottawa, Edmonton, Calgary and Vancouver with 6 business lines. In 2023, the overall revenue achieved over 37M CAD. Our offices across Canada regroup 192 consultants who serve strategic public and private corporations.</p> <p>Sia Partners has been present in Canada since 2014. The team supports public and private stakeholders in the implementation of their strategy and transformation projects, and operates primarily in the banking, insurance, energy, public sectors, telecommunications, and media.</p> <p>We have worked alongside several private and public companies in their AI and data strategy initiatives, providing consulting services as well as advanced Data Science and AI capabilities, focusing on AI-driven optimization, data analytics, and custom AI model development to enhance decision-making and operational efficiency.</p>	*
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	Sia Partners is not limited geographically in its service offerings. Therefore, there are no areas in the United States or Canada where Sia Partners will not be fully serving through the proposed contract.	*
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.	Sia Partners has the ability to serve every entity sector in Canada and the United States.	*
35	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	Sia Partners does not hold any specific contract requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	*
36	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes	*

**Table 4: Marketing Plan (100 Points)**

Line Item	Question	Response *	
37	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.	Our marketing strategy revolves around 5 key actionable levers: direct marketing, trade shows and conventions, hosting events by Sia Partners, webinars, and monitoring/responding to RFPs. If Sia Partners is awarded a partnership with Sourcewell, it will promote it through these different levers. Our salesforce will be the primary source of communication with Participating Entities. Our marketing capacity, as well as samples of previous work, are included in the document upload section of our response.	*
38	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	Sia Partners has a strong presence on social media, specifically on LinkedIn, with more than 330k followers. We use our social media platforms to promote corporate news, partnerships, and contract awards. Our SiaXperience team combines consulting experience and creativity with technology and digital data to help develop tailored solutions that are efficient and relevant to our clients. We also have a dedicated marketing team that specializes in creating specific content for global outreach in various formats, specifically tailored to gather interest and traffic (such as videos, slideshows, infographics, etc.). In addition to its corporate network on LinkedIn, Sia Partners has an extensive network in the field of data and artificial intelligence through our experts. For example, our US Head of Data Science and AI services, Grayson Blair, has around 4,000 followers, most of whom are specialized in the IT sector, Data Science, and AI services across Canada and the United States. Sia Partners is also present at events where our experts speak about specialized topics. Our experts also speak in various outlets of the mainstream press, including TV information networks, written press, and specialized magazines	*
39	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreement into your sales process?	In our view, Sourcewell's role in promoting contracts arising out of this RFP would be to publish contracts available for use by eligible entities on its website. Sourcewell could also publish any contract awarded on its website. Sourcewell-awarded contracts will be included in our RFP responses to promote the partnership.	*
40	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.	Not applicable	*

**Table 5A: Value-Added Attributes (100 Points)**

Line Item	Question	Response *	
41	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	<p>Sia Partners is an accredited training organization registered under the CPMT (certificate number: #0059705) that also has its own accredited training organization to support training and coaching programs in various fields, particularly in the public sector. Sia Partners has developed a strong expertise in designing and operating training programs for our clients as well as our own organization. Sia Institute is our internal dedicated Qualiopi certified training organization that has developed over the years and the training projects a strong expertise in the field of training programs and advisory to corporate universities and training departments. Our institute regroups over 700 consultants and training instructors in over 31 locations and 18 countries. Sia Institute has grossed 3M€ in revenue in 2021 providing: training and coaching programs, seminars and facilitation events and advisory to Learning and Development entities.</p> <p>Our brand SiaXperience, brings together all our skills in design, creativity and customer experience together. SiaXperience brings together design, creativity, and customer experience under a single brand. We combine the strength of design methods and collective intelligence to better understand problems, make ideas emerge, and prototype while keeping the user at the centre of our process.</p> <p>Our proven approach accelerates projects, engages teams and stakeholders, and fosters a more innovative and collaborative work culture.</p> <p>SiaXperience's ambition is to develop connectivity between brands and consumers, with a powerful analytical bias put at the service of creativity and design best practices. The offer is structured around three service lines: Digital marketing, collaborative design and growth strategy. SiaXperience operates in all business sectors and in particular with major players in American Tech, European Utilities or even global players in lifestyle or cosmetics.</p> <p>Design is an innovation and acceleration agent that can be introduced at all levels of your organization. We operate at the product, experience, team, and organization levels, to design tools or processes that empower customers or employees.</p>	*

42	Describe any technological advances that your proposed Solutions offer.	<p>As the pioneer of Consulting 4.0, we leverage AI, emerging tech and open innovation. Combined with consulting services or used independently, our ecosystem of AI solutions provides customers with solutions at scale.</p> <p>We have developed Heka.ai by Sia Partners: Heka.ai is the independent brand of Sia Partners dedicated to AI solutions. Our brand operates in 8 centers of excellence in Asia, Europe, the Middle East and North America with over 400 Data Scientists, Web Developers, Data Engineers, UI / UX Designers animate this ecosystem and 100 experts at the crossroads of business and data science in charge of translating business challenges into AI use cases.</p> <p>We provide different types of consulting services and solutions: Data Science consulting, Augmented Consulting and AI-driven solutions.</p> <ul style="list-style-type: none"> <li>- With our Data Science consulting expertise we not only provide support to companies throughout the Data value chain, thanks to our complementary profiles (Data scientists, Data Architect, Web developers etc. ), but we also help them achieve their data transformation projects: steering the ideation, writing data value roadmaps, setting up data governance and artificial intelligence within the enterprise.</li> <li>- Our Augmented Consulting expertise comprises of a panel of business experts equipped with a catalog of AI solutions, bots, datasets and AI models to accelerate and extend the scope of their intervention as well as our expert data scientists relying on our IA Heka platform and its technical gas pedals to increase their added value tenfold.</li> <li>- We also provide AI-driven solutions in SaaS mode with a catalogue of ready-to-use solutions build around 3 pillars: Our functional expertise to build high value-added solutions; a R&amp;D team exploring cutting-edge technologies and our AI Heka platform, which guarantees the robustness and scalability of our solutions in high agility. We also provide professional services (business consultants, Data Science experts) for the technical and functional deployment of our solutions in the company ecosystem.</li> </ul>
43	Describe specific customer challenges your Artificial Intelligence (AI) services successfully addressed and provide two (2) examples that demonstrate how those challenges were overcome.	<p>Our AI services have successfully addressed a variety of customer challenges, demonstrating our ability to provide effective and tailored solutions.</p> <ul style="list-style-type: none"> <li>- Challenge 1: AI Readiness and Capability Gaps Many organizations lack the foundational infrastructure, skills, and strategic direction necessary for AI adoption. Without an accurate understanding of their AI maturity, entities risk implementing solutions that fail to deliver value. To address this, we developed an AI Readiness Assessment framework, which evaluates eight key dimensions: Strategy, Governance &amp; Organization, People &amp; Change, Business Model, Delivery Model, Technology, Data Readiness, and Value. For a prominent government agency, our readiness assessment identified specific gaps in data infrastructure and AI governance, highlighting areas for targeted investment. Following our recommendations, the agency established a roadmap to build their AI capabilities systematically. This approach ensured that their subsequent AI initiatives were grounded in a robust foundation, allowing them to pursue AI-driven projects with greater confidence and efficacy.</li> <li>- Challenge 2: Strategic Alignment and Regulatory Compliance Public entities often face challenges aligning AI initiatives with organizational goals, especially in highly regulated sectors. These organizations require an AI strategy that not only drives their objectives but also adheres to stringent regulatory standards. For a regional health department, we conducted a deep-dive strategy session to understand their operational objectives and regulatory environment. Leveraging this insight, we co-created a comprehensive AI strategy and implementation roadmap that addressed patient data privacy regulations and optimized operational processes. This strategy enabled the department to implement AI in a compliant manner, improving service delivery and patient outcomes while adhering to industry standards.</li> </ul> <p>In both cases, our AI services provided sustainable, strategic solutions that continue to drive measurable success for our clients.</p>

44	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	<p>Consulting for Good describes Sia Partners’ ambition to be a purpose-driven company with Corporate Social Responsibility (CSR) at its core. Our comprehensive approach begins at home, with policies and values that support our people, our community, and our planet. But being exemplary is only the tip of the iceberg. We are integrating CSR into innovative offerings for our clients worldwide, working across 3 pillars: Climate, addressing topics like global warming, biodiversity, and green financing; Ethics &amp; Compliance, dealing with subjects like anti-corruption, data-privacy, and financial security; and Social Responsibility, focused on areas like diversity, equity, inclusion, &amp; belonging, wellbeing at work, and work 4.0. We also leverage Responsible AI, putting data science at the service of CSR.</p> <p>We are convinced that engaging our expertise in this way will allow us to cultivate next-level impact.</p> <p>Our commitments within Consulting for Good correspond with 3 overarching ambitions:</p> <p>Engaged consulting firm: We strive to be an engaged consulting firm. With respect to the environment, we are committed to reducing scope 1, 2, &amp; 3 emissions and working toward net-zero, which sees us optimizing our working spaces and practices, limiting air travel and the use of thermal vehicles, reducing emissions owing to suppliers, and compensating our emissions. Across all three CSR pillars, we leverage our expertise to encourage and facilitate engagement on the part of our clients and society at large by partnering with NGOs and think tanks, publishing cutting-edge studies, and mobilizing our consultants toward the development of CSR offerings.</p> <p>Next-level employer: We aim to be a next-level employer by supporting the career development of our employees, promoting diversity, equity, inclusion, and belonging, and fostering a culture of collaboration. Our commitments in these areas include ensuring open dialogue by leveraging employee surveys and networks, enhancing our training catalog, providing mentorship and coaching opportunities, and further building diversity, equity, inclusion, and belonging into our policies, procedures, and culture.</p> <p>Trusted partners: We endeavor to be a trusted partner by remaining uncompromising on ethics and compliance, and maintaining responsible relationships with our suppliers. This includes reinforcing our Code of Conduct by training our people on business ethics and compliance, and implementing a responsible purchasing charter and supplier screening process.</p> <p>The Sia Partners ESG 2023 report is included in the Documents section under 'Related Certificates'. It can also be found at following link:  <a href="https://www.sia-partners.com/system/files/document_download/file/2024-08/Sia%20Partners%20ESG%20Report%202023.pdf">https://www.sia-partners.com/system/files/document_download/file/2024-08/Sia%20Partners%20ESG%20Report%202023.pdf</a></p>
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45	Identify any third-party issued eco-labels, ratings 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.	<p>In 2023, Sia Partners has been awarded a gold medal in recognition of sustainability achievement by the label EcoVadis. To receive this medal, companies must have an overall score of 67-75. EcoVadis assessments focus on 21 issues which are grouped into 4 themes (Environment, Labor &amp; Human Rights, Ethics, Sustainable Procurement). The 21 issues or criteria are based upon international sustainability standards such as the Global Compact Principles, the International Labour Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.</p> <p>Sia Partners also publishes a thorough CSR report highlighting our social, environmental and integrity commitment as well as our Consulting for Good practices. Consulting for Good is Sia Partners' global Corporate Social Responsibility (CSR) approach, by which we strive to integrate CSR into the core of our business strategy, operations, and culture. We are committed to implementing internal policies, practices, and values which support our people, our community, and our planet. And as a consulting firm, we have the added opportunity to greatly expand our impact by supporting our clients worldwide in their own CSR efforts, providing expertise and innovative solutions centered on sustainability. This holistic approach integrates CSR into the DNA of our firm and, we believe, is the key to having next-level impact.</p> <p>Open dialogue is a theme that figured strongly in 2021, with the creation of a global Employee Pulse Survey, the automation and optimization of our global Diversity, Equity, Inclusion, &amp; Belonging (DEIB) Survey, and opportunities for employee involvement in the inception phase of our NEXT-GEN 21/23 strategic plan. With respect to our environmental impact, we accelerated the development of our net-zero roadmap, shifting our approach to dive deeper into scope 3 emissions. In our ongoing commitment to Diversity, Equity, Inclusion, &amp; Belonging (DEIB), we published a global DEIB Policy at the start of the year, serving to formalize and harmonize our convictions and practices worldwide. Our CSR priorities in 2021 were influenced by a number of employee surveys and workshops, conducted as part of the inception phase of NEXT-GEN 21/23. They were also shaped by feedback on our 2021 Ecovadis evaluation and the standards set forth by the Global Reporting Initiative (GRI).</p> <p>Sia Partners continues to support the United Nations Global Compact, of which we have been an active signatory since early 2020. We are committed to incorporating the Ten Principles of the UN Global Compact into our strategies, policies, and procedures, as they apply to labor &amp; human rights, the environment, and anti-corruption.</p>	*
46	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>Participating entities will benefit from Sia Partners' international technologies and resources. We are a firm focused on collaboration and sharing of expertise, which ensures real support from our various accelerators in the field of leadership and training. These accelerators are either technology partners or specialized teams within our group that are recognized in the market and easily accessible.</p> <p>SiaInstitute :</p> <ul style="list-style-type: none"> <li>- CPMT registered institute (certificate number: #0059705)</li> <li>- Qualified in learning services to the federal government</li> <li>- Qualiopi certified by the French Republic</li> <li>- 200 trainer profiles available</li> </ul> <p>Heka.ai :</p> <ul style="list-style-type: none"> <li>- Our development platform and data</li> <li>- Management and planning of training courses and human resources</li> </ul> <p>Sparted by SiaBlend :</p> <ul style="list-style-type: none"> <li>- Our development platform and data</li> <li>- Mobile-only microlearning solution that revolutionizes corporate training and communication</li> <li>- Presents interactive, fun and up-to-date learning content supported by the possibilities of mobile technology</li> </ul> <p>SiaXperience :</p> <ul style="list-style-type: none"> <li>- Experts in design thinking and collaborative work</li> <li>- Operate at the product, experience, team, and organization levels, to design tools or processes that empower customers or employees</li> </ul> <p>Addison :</p> <ul style="list-style-type: none"> <li>- Communication and graphic design experts based in NYC</li> </ul> <p>Uside :</p> <ul style="list-style-type: none"> <li>- Expert psychologists in executive coaching (Paris)</li> </ul>	*

**Table 5B: Value-Added Attributes**

Line Item	Question	Certification	Offered	Comment
47	Select 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 and a listing of dealerships, HUB partners or re-sellers if available. Select all that apply.		<input type="radio"/> Yes <input checked="" type="radio"/> No	
48		Minority Business Enterprise (MBE)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
49		Women Business Enterprise (WBE)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
50		Disabled-Owned Business Enterprise (DOBE)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
51		Veteran-Owned Business Enterprise (VBE)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
52		Service-Disabled Veteran-Owned Business (SDVOB)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
53		Small Business Enterprise (SBE)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
54		Small Disadvantaged Business (SDB)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
55		Women-Owned Small Business (WOSB)	<input type="radio"/> Yes <input checked="" type="radio"/> No	

**Table 6: Pricing (400 Points)**

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *	
56	Describe your payment terms and accepted payment methods.	Our payment terms are normally driven by the client, but preference would be ACH payments with Net 30 terms.	*
57	Describe any leasing or financing options available for use by educational or governmental entities.	We facilitate access to 3rd party financing option upon request.	*
58	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 all template agreements or transaction documents which may be proposed to participating entities.	Our transaction documents, especially in the government sector are normally driven by the client, but a template can be provide upon request.	*
59	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcwell participating entities for using this process?	Not applicable	*

60	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcewell discounted price) on all of the items that you want Sourcewell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	Sia Partners offers a full list of its hourly rates with the discount applied to Sourcewell members. See the pricing document for more details.	*
61	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	The pricing discount represent 35% and up to 40% for important customer (additional volume rate of 5%).	*
62	Describe any quantity or volume discounts or rebate programs that you offer.	An additional volume discount up to 5% may apply for customer (each Participating Entity) ordering large volume of services to Sia Partners (usually > \$500K over the fiscal year in Canada and > \$1M in USA).	*
63	Propose a method of facilitating "sourced" products or related services, which may be referred to as "open market" items or "non-contracted items". For example, you may supply such items "at cost" or "at cost plus a percentage," or you may supply a quote for each such request.	Sia Partners will provide all services within the service agreement as requested by the Sourcewell member. If the customer's requests include custom solutions, we will respond to them using our Sourcewell discounted pricing list as a baseline. Every other service not included or covered by this RFP #110724 will be negotiated with the customer.	*
64	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	All reimbursable expenses are listed in the pricing document submitted with the response. Sia Partners only include services related to this RFP #110724.	*
65	Describe any unique distribution and/or delivery methods or options offered in your proposal.	No equipment or shipping of equipment. Not applicable.	*
66	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>In order to ensure compliance with the proposed Contract with Sourcewell, we will be setting the following program:</p> <ul style="list-style-type: none"> <li>- Participating entities will be charged for the amount of the items purchased in accordance with the pricing chart provided by Sia Partners. The pricing includes the administrative fee that will be awarded to Sourcewell.</li> <li>- A report will be sent each calendar quarter and no later than 45 days after the end of the calendar quarter and will report on global sales recorded. The contract sales activity report will be sent to the Sourcewell Supplier Development Administrator assigned to the contract according to the Contract template provided by Sourcewell. If no sales are recorded, the report will still be sent.</li> <li>- The report will contain: participating entity information (name, address, city, state/province, zip/postal code, contact name, contact email address, contact telephone number, Sourcewell assigned entity/participating entity number, item purchased description, item purchased price, Sourcewell administrative fee applied, date purchase was invoiced).</li> <li>- Sia Partners will set up a quarterly billing process with the participating entity to ensure compliance with the aforementioned administrative fee payment towards Sourcewell.</li> <li>- An audit of the transactions will be conducted to ensure that the administrative fees were paid on all the items purchased under the contract with Sourcewell.</li> </ul>	*

67	If you are awarded an agreement, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the agreement.	<p>How we manage the quality of the project on a day-to-day basis regarding the deliverables and the service provided:</p> <ul style="list-style-type: none"> <li>- Deliverable reviews: This mechanism materializes the principle of structured reviews and is mandatory for all major deliverables of the mandate (strategic, structuring deliverables, etc.). These reviews are led by the project manager appointed to the mandate. Generally, the professionals who contributed to the production of the reviewed deliverables are present, along with the project manager.</li> <li>- Deliverable inspections: This mechanism complements the review of deliverables and applies to all deliverables that do not go through the review process. Essentially, it aims to ensure compliance of the deliverable with the expected results and to ensure that Sia's quality standards are respected. The verification is carried out by a summary examination by a designated person rather than through a structured review involving multiple stakeholders. The inspection of a deliverable is carried out either by the project manager appointed to the mandate, a member of the project team, or the experts of the mandate.</li> <li>- Service quality: The service quality management mechanism takes the form of periodic evaluations during the execution of the mandate to gauge client satisfaction with the services rendered. The frequency will be determined during the start-up phase, according to the challenges of the mandate. However, regardless of the implementation issues, satisfaction evaluations are conducted regularly. Periodic meetings to assess client satisfaction are conducted by the project manager appointed to the mandate. After each meeting, the results of the evaluation are analyzed to identify and implement, if necessary, actions to correct the situation. These actions are integrated into an action plan, which is then provided to the client.</li> </ul>	*
68	Provide a proposed Administration Fee payable to Sourcewell. The Fee is in consideration for the support and services provided by Sourcewell. The proposed 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>If Sia Partners is awarded a contract, Sia Partners shall compensate Sourcewell with an administrative fee for their assistance in facilitating the subsequent contracts.</p> <p>The administrative fee will be calculated as a percentage of the total sales to a customer (Participating Entities) for all contracted services made during a calendar quarter on which an additional \$1,000 is provided for every contract awarded to Sia Partners above \$25,000.</p> <p>For sales volume for all contracted services made during a calendar quarter, the administrative fee shall be 4%.</p> <p>For sales volume for all contracted services made during a calendar quarter exceeding \$5,000,000 shall be subject to negotiation and agreement between Sourcewell and Sia Partners.</p> <p>The sales volume shall be determined based on the net value of services sold, excluding any applicable taxes, refunds, or discounts. The administrative fee calculation and payment shall be conducted on a quarterly basis.</p>	*

Table 7: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments	
69	The pricing offered is as good as or better than pricing typically offered through existing cooperative contracts, state contracts, or agencies.	See Pricing Document for more information, but we are typically offering up to 25% and we decided to offer 35% to Sourcewell with the possibility for some participant to get an additional 5% if they reach a certain volume per year. This 40% discount is better than what we typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.	*

Table 8A: Depth and Breadth of Offered Solutions (200 Points)

Line Item	Question	Response *	
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70	Provide a detailed description of all Solutions offered in your proposal.	<p>Sia Partners provides a broad spectrum of AI solutions, customized to meet the distinct needs of public entities. Our AI capabilities and solutions encompass a wide range of services and expertise, led by a team of over 400 data experts including Data Advisors, Scientists, Engineers, Analysts, and Project Managers. This team supports clients across a broad spectrum of industries such as banking &amp; insurance, energy &amp; climate, public sector, transport &amp; tourism, industry, defense, aerospace, real estate, luxury &amp; cosmetics, healthcare &amp; pharma, and telecom &amp; media. Our AI Factory integrates cutting-edge technologies into solutions, offering expertise in Data Science, Data analysis, Data quality, Time series, Natural Language Processing (NLP), Computer vision, Operational research, Data visualization, Open data, and Data warehouses/platforms.</p> <p>At Sia Partners, we are committed to empowering public entities by enhancing their AI capabilities through a structured and comprehensive approach.</p> <ul style="list-style-type: none"> <li>- Artificial Intelligence (AI) Readiness Assessments: Sia Partners evaluates an organization's current AI readiness by conducting a structured assessment across eight critical dimensions. These dimensions include Strategy, Governance &amp; Organization, People &amp; Capabilities, and Data &amp; Infrastructure. The assessment helps organizations determine their overall level of AI maturity, gain a detailed understanding of their strengths and weaknesses, and receive personalized advice to set their next goals. Assessing AI capabilities can assist organizations in improving business strategies, operating more efficiently, and innovating processes, products, and services.</li> <li>- AI Strategy and Roadmap Development: Our approach to developing a comprehensive AI strategy and roadmap involves key phases such as understanding the business challenges, defining the organization's AI goals, identifying high-impact areas and key performance metrics, and developing prioritized capabilities aligned with AI objectives. The process begins with interviews with Data Office stakeholders to understand business challenges and data management practices, aiming to identify strategic use cases. This is followed by workshops using tools like MIRO, where use cases are evaluated for business value, data availability, and quality with input from multiple business experts. The use cases are prioritized based on business value and feasibility, with 2-3 key cases selected per workshop. In the final phase, we prepare detailed fact sheets outlining risks, opportunities, and resource needs, along with a 16-month plan and guiding principles to aid deployment. This roadmap offers a clear, adaptable AI strategy aligned with the entity's goals.</li> <li>- Responsible AI Policy Development: Sia Partners assists public entities in developing responsible AI policies by providing a thorough analysis and actionable insights based on our AI Transformation Framework. This includes an assessment of the organization's AI maturity, ethical considerations, and potential value and implementation feasibility. Our Compliance and Data Science teams combine their expertise to help our clients develop responsible AI strategies and principles based on the values of their organization. Our approach serves our clients' willingness to self-regulate by offering tools to control ethical risks, enhance the clarity and transparency of models, and govern ethical risk. Our mix of business and technical expertise enables us to address the strategic, organizational, and operational aspects of AI ethics.</li> <li>- AI Implementation and Support Services: We offer comprehensive support for AI model development, deployment, and maintenance, tailored for industrial applications. Our services cover the entire AI project lifecycle, from data preparation to continuous integration and deployment. We ensure seamless integration with existing infrastructure, emphasizing MLOps best practices and a modular, microservices-based architecture. Our approach includes rigorous model training, validation, and ongoing monitoring to maintain optimal performance and reliability. We prioritize stability, security, and cost control while fostering a DevOps or DataOps culture for successful AI project management.</li> <li>- Training and Education: Sia Partners offers a comprehensive suite of training programs for entity staff, including GenAI, AI for Managers, and AI for Data Professionals. These programs cover a wide range of topics and include hands-on exercises to help employees effectively adopt and utilize AI technologies. The training programs are customized for different roles within an organization, such as managers, data professional teams, and general employees. The courses cover a broad spectrum of topics, including AI fundamentals, applications, benefits, limitations, and strategic integration. Sia Partners also provides acculturation, inspiration, and learning expedition sessions aimed at helping decision-makers leverage AI as a competitive advantage.</li> </ul> <p>Further details on our AI solutions can be found in the document "Sia Partners - Depth and Breadth of Offered Solutions.pdf," available in the "Additional Document" section.</p>
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71	<p>Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.</p>	<ol style="list-style-type: none"> <li>1. Artificial Intelligence (AI) Readiness Assessments <ul style="list-style-type: none"> <li>- Data and Infrastructure Assessment</li> <li>- Strategic Use Cases Identification</li> <li>- Stakeholder Engagement</li> <li>- Talent and Skills Readiness</li> <li>- Organizational Change Preparedness</li> </ul> </li> <li>2. AI Strategy and Roadmap Development <ul style="list-style-type: none"> <li>- Technology &amp; Architecture Roadmaps</li> <li>- Data Governance</li> <li>- Skill Development</li> <li>- Technology and Vendor Selection</li> <li>- Change Management</li> </ul> </li> <li>3. Responsible AI Policy Development <ul style="list-style-type: none"> <li>- Ethical AI Framework</li> <li>- AI Governance</li> <li>- Data Privacy and Compliance Strategy</li> <li>- Bias Detection and Mitigation Policies</li> <li>- Transparency and Accountability Measures</li> <li>- AI Risk Assessment</li> </ul> </li> <li>4. AI Implementation and Support Services <ul style="list-style-type: none"> <li>- Data Quality</li> <li>- AI Solution Design and Deployment</li> <li>- Custom Model Development</li> <li>- Data Engineering and Pipeline Automation</li> <li>- Integration with Existing Systems</li> <li>- ML Pipeline Monitoring and Maintenance</li> <li>- AI Infrastructure and Cloud Management</li> </ul> </li> <li>5. Training and Education <ul style="list-style-type: none"> <li>- AI Literacy and Fundamentals Training</li> <li>- Advanced AI Techniques and Tools Workshops</li> <li>- Ethics and Responsible AI Training</li> <li>- Custom Training for Industry-Specific Applications</li> <li>- Data Science and Machine Learning Training</li> </ul> </li> </ol>
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**Table 8B: Depth and Breadth of Offered Solutions**

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

Line Item	Category or Type	Subcategory	Offered *	Comments
72	<p>ARTIFICIAL INTELLIGENCE (AI) READINESS ASSESSMENTS</p> <p>Describe how you evaluate an organization's current AI readiness and identify areas for improvement.</p> <p>Provide examples of successful AI readiness assessments you have conducted for other public entities.</p>		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>To evaluate an organization's AI readiness, Sia Partners conducts a structured assessment across 8 critical dimensions: Strategy, Governance &amp; Organization, People &amp; Change, Business Model, Delivery Model, Technology, Data Readiness, and Value. This comprehensive approach leverages our AI Transformation Framework to provide a thorough analysis and actionable insights.</p> <p>Step 1: Assess The assessment begins with a review of the existing business strategy, AI-related projects, initiatives, and plans. Key stakeholders are interviewed to identify capabilities across the 8 AI readiness dimensions. This process provides a summary of the current AI capabilities and a breakdown of AI maturity by dimension.</p> <p>Step 2: Define Building on the assessment, we work closely with stakeholders to define the organization's AI goals, identifying high-impact areas and key performance metrics. This phase includes:</p> <ul style="list-style-type: none"> <li>- Target Identification: Identifying AI opportunities based on potential value, implementation feasibility, and ethical considerations.</li> <li>- Gap Analysis: Assessing gaps between current capabilities and AI ambitions, mapping the effort needed to bridge these gaps.</li> </ul>

- Focus Initiatives: Defining core initiatives in process, technology, talent, and governance to develop prioritized capabilities aligned with AI objectives.

Step 3: Readiness Summary

The assessment culminates in a detailed report, including:

- A maturity snapshot by dimension, outlining current strengths and areas for improvement.
- A prioritized list of initiatives, supported by a 3-year roadmap for AI transformation.
- An AI Executive Education Pack, equipping leaders with essential knowledge on AI's potential impact and strategic alignment.

Examples of successful data and AI readiness assessments:

- Example 1: Service New Brunswick (SNB)

The Business Intelligence (BI) study conducted with the client, SNB, involved assessing their current BI capabilities through stakeholder interviews using a tailored data maturity assessment tool. The assessment revealed varied levels of data maturity across SNB, with a noticeable gap between the highest and lowest scores. Despite a desire to utilize BI, challenges such as low data literacy, limited sponsorship, and resource availability hinder its scalability. Key issues faced by business areas and the BI unit include data quality, data availability, and resource constraints due to system and tool limitations. Sia Partners provided a detailed short- and long-term data governance roadmap and implementation plan, with recommended actions to address the challenges identified in the assessment.

- Example 2: Hydro-Québec

Sia Partners supported Hydro-Québec in building a comprehensive data governance framework to align data management practices with the organization's strategic goals. Key deliverables included an analysis of Hydro-Québec's data maturity with actionable recommendations, a target data governance model, and a tailored service offering encompassing data governance and customer analytics. This framework empowered Hydro-Québec to strengthen its data management, enabling effective data use across departments and setting a foundation for future AI and analytics initiatives.

Further details on our approach can be found in the document "Sia Partners - Depth and Breadth of Offered Solutions.pdf," available in the "Additional Document" section.

73	<p><b>AI STRATEGY AND ROADMAP DEVELOPMENT</b></p> <p>Describe your approach to developing a comprehensive AI strategy and roadmap tailored to the unique needs of public entities.</p> <p>Describe how you ensure the AI strategy aligns with the entity's goals and objectives.</p>		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>To develop an AI strategy and roadmap uniquely suited to the needs of public entities, our approach involves 4 key phases, each designed to align the strategy with the entity's overarching goals and objectives.</p> <p><b>1. Interviews</b>  The first step involves conducting interviews with key stakeholders of the Data Office to understand the business challenges, Data Management, and valorization practices. This helps in identifying use cases that address strategic challenges. The interviews provide insights into Data Architecture and Governance, business priorities, and organizational challenges. Access to documentation on data references and Datalake, availability of project leaders, and previous challenges are key success factors for this step.</p> <p><b>2. Workshops</b>  Following the interviews, we conduct a series of workshops using collaborative tools like MIRO. The identified use cases are consolidated, evaluated for business value, and initially assessed for data availability and quality. These workshops involve multiple business experts to refine the initial selection of use cases. The use cases are then analyzed qualitatively based on value and feasibility criteria.</p> <p><b>3. Phasing</b>  The phasing method ensures coherence between prioritized business use cases and the group's strategic trajectory. The objective is to evaluate and prioritize use cases based on business value and technical feasibility, and identify 2-3 priority use cases per workshop. A prioritization matrix provides a detailed and objective view of projects based on participants' voting. The portfolio of use cases is then phased into 3-4 batches, incorporating potential gains and feasibility workshops.</p> <p><b>4. Delivery</b>  The final phase focuses on preparing actionable deliverables, including detailed fact sheets for each validated use case. These fact sheets outline associated risks, opportunities, feasibility conditions, and required resources. Additionally, we provide a 16-month planning proposal, summary documentation, and guiding principles to support the initial phases of deployment. This structured roadmap provides the entity with a clear and sustainable AI strategy that addresses current priorities and is adaptable for future needs, ensuring ongoing alignment with the entity's goals.</p> <p>This approach uses structured data collection, collaborative design, and phased implementation to create an AI strategy and roadmap that aligns with the specific goals of public entities.</p> <p>Further details on our approach can be found in the document ""Sia Partners - Depth and Breadth of Offered Solutions.pdf,"" available in the ""Additional Document"" section.</p>
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74	<p><b>RESPONSIBLE AI POLICY DEVELOPMENT</b></p> <p>Describe how your organization addresses ethical concerns related to AI, such as bias, fairness, and transparency.</p> <p>Provide one (1) example of how these considerations have been integrated into your AI solutions for your clients.</p>		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>The Compliance and Data Science teams at Sia Partners collaborate to assist clients in creating responsible AI strategies and principles that align with their organizational values. Their methodology supports clients' self-regulation initiatives by providing tools to manage ethical risks, improve model clarity and transparency, and govern ethical risk. Their combination of business and technical expertise allows them to address the strategic, organizational, and operational aspects of AI ethics.</p> <p>The Business and Data Science teams at Sia Partners develop tools, guidelines, and additional resources to guide innovation around their AI solutions and accelerators, fostering a robust ethical framework for their use. These include:</p> <ul style="list-style-type: none"> <li>- Governance: Establishing a strong governance structure with clear ethical standards and accountability frameworks to ensure fairness, accountability, transparency, and clarity.</li> <li>- Design: Creating solutions that adhere to ethical AI design standards and making the process transparent.</li> <li>- Monitoring: Incorporating algorithmic responsibility, bias, and safety measures into the AI model framework.</li> <li>- Empowerment: Promoting the democratization of AI within the organization to cultivate an AI mindset in their consulting services, known as Augmented Consulting.</li> </ul> <p>Example of how these considerations are integrated into our AI solutions:</p> <ul style="list-style-type: none"> <li>- As a manufacturer and provider of artificial intelligence solutions, Sia Partners must comply with obligations specific to the risk level of each system.</li> <li>- This means conducting a detailed risk analysis of each system upstream (updated regularly to ensure compliance throughout the tools' lifecycle).</li> <li>- We are committed to applying the highest standards of transparency and data security, so that our internal use of these solutions and the use made by our customers (deployers) remain compliant with the various applicable regulations.</li> </ul> <p>Further details on our approach can be found in the document "Sia Partners - Depth and Breadth of Offered Solutions.pdf," available in the "Additional Document" section.</p>	
75	<p><b>IMPLEMENTATION AND SUPPORT SERVICES</b></p>		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Sia Partners is a global leader in Data &amp; AI services, boasting a team of over 400 highly qualified and experienced data experts. This team includes Data Advisors, Scientists, Engineers, Analysts, Project Managers, and UI/UX Designers, Web Developers, and Digital Experts.</p> <p>Our AI capabilities extend across various sectors, including Banking &amp; Insurance, Energy &amp; Climate, Public Sector, Transport &amp; Tourism, Industry, Defense, Aerospace, Real Estate, Luxury &amp; Cosmetics, Healthcare &amp; Pharma, and Telecom &amp; Media.</p> <p>We have a proven track record of successfully delivering a wide range of projects, including infrastructure and technology recommendations, data preparation, and proof of concept development. Our expertise extends to custom AI model development, pilot projects, deployment and integration, as well as providing ongoing support and maintenance.</p>	

76	<p>INFRAS<small>TRUCTURE AND TECHNOLOGY RECOMMENDATIONS</small></p> <p>Describe the infrastructure and technology recommendations you provide to support AI implementation.</p> <p>Describe how you ensure that your AI solutions integrate seamlessly with existing IT systems and databases.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>To support AI implementation, we provide a comprehensive set of infrastructure and technology recommendations.</p> <p>Our infrastructure recommendations include deploying AI models on the cloud to leverage scalability, performance, and cost-efficiency. We have established partnerships with leading cloud providers such as Microsoft Azure, Amazon Web Services (AWS), and Google Cloud Platform (GCP). Our team is well-versed and certified in their respective technologies to provide optimal support to our clients.</p> <p>We also recommend a containerized approach using Docker and Kubernetes for workload management. Containerization creates a consistent and portable environment for AI applications, making deployment more flexible and enabling seamless integration with existing IT systems and databases. Kubernetes further facilitates orchestration, scaling, and management, which is particularly advantageous for complex AI model deployments across multiple environments.</p> <p>Infrastructure as Code (IaC) is a fundamental part of our deployment strategy to ensure that infrastructure can be version-controlled, tested, and deployed consistently. By utilizing tools such as Terraform, Pulumi and AWS CloudFormation, we codify infrastructure resources, allowing for automated provisioning and management across environments. This approach promotes rapid scalability, disaster recovery, and compliance with IT governance policies.</p> <p>To streamline the AI lifecycle, we implement DevOps and MLOps practices. Our team employs automation tools like Jenkins, GitLab, GitHub, and MLflow to support model development, deployment, and continuous monitoring. This approach ensures that our AI solutions are continuously aligned with business objectives while integrating seamlessly with existing IT systems and databases.</p> <p>In summary, our infrastructure and technology recommendations create a robust and flexible foundation for AI implementation. By integrating best practices from cloud, containerization, IaC, and MLOps, we deliver AI solutions that seamlessly connect with existing IT systems, optimizing both functionality and cost-efficiency to support your AI objectives comprehensively.</p>
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77		<p>DATA PREPARATION</p> <p>Describe what steps you take to prepare data for AI implementation, and how do you ensure data quality and consistency.</p>	<div><div><div></div><div>Yes</div></div><div><div></div><div>No</div></div></div>	<p>To ensure data quality and consistency in preparation for AI/ML implementation, we follow a structured, end-to-end approach that provides a solid foundation for reliable, insightful models. This approach includes the following key steps:</p> <p>1. Data Audit and Assessment</p> <ul style="list-style-type: none"><li>- Data Collection and Aggregation: We gather and unify data from all relevant sources to create a cohesive dataset, ensuring coverage across necessary fields for model training.</li><li>- Quality Evaluation: A comprehensive audit assesses data completeness, identifies missing values, and evaluates consistency across fields. This process also highlights potential risks and opportunities to enhance data quality.</li><li>- Gap Analysis and Prioritization: We prioritize data attributes based on model requirements, designating critical fields and areas for enrichment to support accurate predictions and insights.</li></ul> <p>2. Data Cleaning and Preparation Roadmap</p> <ul style="list-style-type: none"><li>- Consistency and Integrity Checks: We apply tailored cleaning processes to address missing, erroneous, or inconsistent values, ensuring data integrity and reliability across sources.</li><li>- Deduplication and Standardization: Using advanced algorithms, we identify and eliminate duplicate records, standardize formats, and harmonize fields to align with model input requirements.</li><li>- Unified Data Platform: All preprocessed and validated data is consolidated into a unified platform, enabling streamlined access and reducing redundancy.</li></ul> <p>3. Data Enrichment and Integration</p> <ul style="list-style-type: none"><li>- External Data Enrichment: Where applicable, we augment core datasets with external sources, such as open data, survey results, or third-party data, enhancing the diversity and depth of information available for modeling.</li><li>- Expanding Data Pipelines: We enable continuous data inflow by developing additional data streams, expanding the dataset as new sources and insights emerge.</li><li>- Industrialized Data Acquisition: For continuous enrichment, we implement scalable data acquisition techniques, including web scraping and API integration, to maintain up-to-date information.</li></ul> <p>This structured data preparation process ensures high-quality, consistent, and comprehensive datasets that are optimized for robust AI/ML model performance and actionable insights.</p>	*
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78		<p><b>PROOF OF CONCEPT</b></p> <p>Provide one (1) example of a proof-of-concept project you have conducted and what were the outcomes.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>In one of the proof-of-concept (POC) projects conducted by Sia Partners, we developed a book recommendation engine, which was designed to provide personalized book suggestions based on subscriber preferences and history. This project was carried out for the City of Laval and was part of their Citizen 360 initiative, which aimed to improve service delivery and operational efficiency.</p> <p>The recommendation engine integrates advanced Natural Language Processing (NLP) techniques with collaborative and content-based filtering methods, creating a more personalized and accurate recommendation experience.</p> <p>The project also involved centralizing citizen data that was previously distributed across various business systems. A consolidated catalog of products and services was created, and efforts were made to improve data quality through deduplication, standardization, and ensuring completeness and accuracy.</p> <p>The outcome of this POC project was promising. The recommendation engine achieved an average similarity of 83% between the recommended books and the user's borrowing history. This high similarity rate indicates that the system was effective in understanding and predicting the user's preferences, thereby demonstrating the potential of this approach for improving the user experience in book recommendation services.</p>	*
79		<p><b>CUSTOM AI MODEL DEVELOPMENT</b></p> <p>Describe your approach to developing custom AI models tailored to the specific needs of an entity.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Our approach to developing custom AI models tailored to the specific needs of an entity involves 5 key steps:</p> <ol style="list-style-type: none"> <li><b>1. Understanding Entity Needs &amp; Defining Objectives</b> Our process begins with a comprehensive discovery phase to understand the entity's objectives and challenges. Through interviews and workshops, we clarify key performance indicators (KPIs) and assess the existing data sources. We evaluate data quality, completeness, and relevance, ensuring we have a robust foundation for model development.</li> <li><b>2. Model Design &amp; Iterative Development</b> Leveraging insights gained during the discovery phase, we design models tailored to the entity's unique objectives. Utilizing state-of-the-art AI methodologies, we engage in iterative development, applying agile methodologies to train and refine models. Regular performance monitoring and testing ensure that we remain aligned with success criteria throughout this phase.</li> <li><b>3. Evaluation &amp; Deployment Planning</b> Upon achieving target performance benchmarks, we prepare for deployment. This includes comprehensive evaluation against predefined metrics and outlining a clear deployment strategy that prioritizes integration with existing infrastructure and scalability. We establish protocols for ongoing performance monitoring to maintain alignment with strategic goals.</li> <li><b>4. Implementation &amp; Continuous Support</b> We implement the model into the entity's operational environment, providing training and documentation to ensure a smooth transition. Post-deployment, our team remains engaged to offer continuous support, addressing any issues that arise and facilitating regular updates and retraining to adapt to evolving needs.</li> <li><b>5. Continuous Improvement &amp; Feedback Loop</b> Our commitment to continuous improvement involves establishing a feedback loop with the entity to monitor model performance over time. Regular reviews and updates are conducted to ensure the AI solution remains relevant, effective, and aligned with the entity's strategic objectives.</li> </ol>	*

80		<p>PILOT PROJECT</p> <p>Describe how you manage and implement pilot projects.</p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p>Our approach to managing and implementing pilot projects is guided by agile methodologies, focusing on iterative progress, flexibility, and rapid learning. The objective is to deliver early value, validate high-impact features, and establish a foundation for scalable deployment. Each pilot project unfolds through the following stages:</p> <p>1 . Complexity Assessment In the initial phase, we conduct a thorough assessment of project complexity within the BUILD phase. This involves evaluating essential criteria, such as data accessibility, variable scope, data volume, model specificity, algorithm readiness, error tolerance, and interpretability requirements. Based on this evaluation, projects are categorized into Green, Orange, or Red levels, allowing for tailored planning and resource allocation.</p> <p>2. Exploratory Data Analysis (EDA) A structured Data Analysis phase follows, where the focus is on problem definition, research planning and data gathering. During this phase, data is cleaned, transformed, and prepared for modeling. Variables are analyzed for relevance and accuracy, while methods and models are selected and validated. This comprehensive data preparation process includes sampling, reprocessing, classification, correlation analysis, and performance scoring.</p> <p>3. Modeling The third step involves choosing the type of model and evaluation method. The aim is to improve model performance and utilize expertise in various model families. Feasibility is evaluated using a macro-assessment matrix, tasks and optimal profiles are identified, and quality framing for algorithm development is ensured. Various models can be considered, such as logistic regression, random forest, neural networks, large language models, linear regression, polynomial regression, k-means, SVM, DBSCAN, hierarchical clustering.</p> <p>4. Industrialization and User-Friendly Interface The final step is to prove the value of high value-added features, learn from them, and define the conditions for industrialization and user engagement. Constraints are controlled at each stage, from data collection to modeling, to ensure efficient deployment. The goal is to facilitate swift and seamless industrialization of Proofs of Concept (POCs), automate reliability measurements and monitoring tools, and collaborate with experts to create user-friendly interfaces. This ensures that the project can be scaled up and used effectively by the intended users.</p> <p>Further details on our approach can be found in the document ""Sia Partners - Depth and Breadth of Offered Solutions.pdf,"" available in the ""Additional Document"" section.</p>	*
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81		<p>DEPLOYMENT AND INTEGRATION</p> <p>Describe how you take a pilot project and transition it to a full-scale deployment, include what metrics are used to measure their success.</p>	<div><div><div></div><div>Yes</div></div><div><div></div><div>No</div></div></div>	<p>At Sia Partners, we have a structured and metrics-driven approach to transitioning pilot AI projects to full-scale deployments, which involves careful planning, automated testing, and continuous monitoring.</p> <p>We begin with an integration-focused planning phase, where we work closely with business teams to establish feedback mechanisms that facilitate smooth scaling and alignment with business objectives. This collaborative approach ensures that our AI solutions are closely aligned with our clients' evolving needs.</p> <p>We manage version control and portability using tools like GitLab, GitHub, and Docker. This approach ensures the traceability and modularity of the solution, allowing for straightforward updates and additions as the project grows. This versioning approach supports long-term adaptability and seamless scaling.</p> <p>Automated testing and deployment are key components of our approach. We use Continuous Integration (CI) and Continuous Deployment (CD) pipelines to enhance software quality and operational stability. This setup ensures that updates are thoroughly tested, and errors are quickly identified, supporting stability even as the system scales. By automating these processes, we minimize manual effort, reduce deployment errors, and limit potential downtime, fostering a smooth and reliable development lifecycle.</p> <p>As the project transitions to full-scale deployment, we employ real-time monitoring and recalibration tools to track and maintain performance. We monitor critical Key Performance Indicators (KPIs) such as model accuracy, response times, and resource utilization. Automated alerts notify our team of any performance fluctuations, allowing for rapid interventions when necessary. This proactive monitoring ensures that the AI solution continues to deliver the desired business outcomes while remaining cost-effective and responsive to changing demands.</p> <p>Finally, we conduct impact assessments to evaluate the business contribution, scalability, and overall value of the solution in its full-scale environment. Metrics such as user adoption rates, return on investment (ROI), and architecture scalability serve as indicators of the solution's effectiveness and sustainability.</p>	*
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82		<p><b>ONGOING SUPPORT AND MAINTENANCE</b></p> <p>Describe what ongoing support and maintenance services are offered to ensure continued success of AI solutions in the face of rapidly evolving technology.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>At Sia Partners, we offer a comprehensive suite of support and maintenance services for AI solutions, designed to ensure their continued success in the face of rapidly evolving technology.</p> <p>Our support model is built around MLOps best practices, which enable efficient recalibration and lifecycle management of AI models. This includes the use of automated deployment pipelines, such as CI/CD, containerization, and version control. These tools streamline the recalibration and validation processes, keeping models accurate and aligned with current data trends.</p> <p>We also employ a modular, microservices-based architecture for our AI solutions. This allows for the seamless integration of new technologies and ensures that our solutions can scale effectively to meet evolving business needs, without the need for costly overhauls.</p> <p>In addition, we offer continuous monitoring of our AI models to ensure they remain optimized to meet changing business objectives. Real-time dashboards and alerts enable us to respond rapidly to any performance issues.</p> <p>To facilitate quick and effective support, we establish a dedicated email distribution list for each client. This allows clients to submit support requests directly to our team, with a guaranteed response time within 24 hours. This proactive, client-centered approach is supplemented by robust monitoring systems that detect performance shifts in real-time, helping us to provide optimal support while prioritizing data security and compliance.</p> <p>We are committed to reducing technical debt and maintaining code quality through standardized documentation and best practices. This ensures that our solutions remain sustainable and adaptable.</p> <p>Furthermore, we regularly benchmark new technologies to keep our solutions at the forefront of industry advancements. Our focus is on cost efficiency and scalability.</p> <p>In summary, Sia Partners' approach to AI support and maintenance ensures that our clients' AI solutions continuously drive value and evolve in sync with market and technological trends.</p>
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83	<p>TRAINING AND EDUCATION</p> <p>Describe what training and education programs you provide to help entity staff effectively adopt, use, and manage AI solutions.</p> <p>Describe the topics and skills covered in your training program as well as your experience in providing AI training and education.</p>		<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p>Our training and education programs are designed to help entity staff effectively adopt, use, and manage AI solutions. These programs are tailored to different roles and levels of expertise within the organization.</p> <p>1. GenAI Our GenAI training programs cover a wide range of topics, including AI fundamentals, applications, benefits, limitations, and strategic integration within a company. These programs are designed for all levels, from beginners to experts. They include acculturation, inspiration, and learning expedition sessions for decision-makers, as well as sessions to raise awareness and deepen or explore use cases for all employees. We also offer dedicated approaches by profession to learn while identifying use cases through ideation sessions or hackathons.</p> <p>2. AI for Managers We offer specialized training for managers that covers the challenges of Data &amp; AI, key concepts, and global benefits. This training also helps managers understand Data strategy and how it moves toward a data-centric approach.</p> <p>3. AI for Data Professionals Our AI for Data Professionals training includes topics such as Fundamentals of AI, Data Science Essentials, Machine Learning Basics, Operations Research / Optimization, Natural Language Processing (NLP), Computer Vision, Time Series, Deep Learning, Generative AI Methodology, and practical use of AI tools and techniques. This training is designed to enhance a company's data team with specialized programs and includes hands-on exercises.</p> <p>Further details on our approach can be found in the document ""Sia Partners - Depth and Breadth of Offered Solutions.pdf,"" available in the ""Additional Document"" section.</p>	*
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Table 9: Exceptions to Terms, Conditions, or Specifications Form

**Line Item 84. NOTICE:** To identify any exception, or to request any modification, to Sourcwell standard Master Agreement terms, conditions, or specifications, a Proposer must submit the proposed exception(s) or requested modification(s) via redline in the Master Agreement Template provided in the “Bid Documents” section. Proposer must upload the redline in the “Requested Exceptions” upload field. All exceptions and/or proposed modifications are subject to review and approval by Sourcwell and will not automatically be included in the Master Agreement.

Do you have exceptions or modifications to propose?	Acknowledgement *
	<p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p>

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 Sourcwell 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 Sourcwell.
- 3. Sourcwell may reject any response where any document(s) cannot be opened and viewed by Sourcwell.
- 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](#) - Sia Partners - Pricing.pdf - Wednesday November 06, 2024 19:26:06
- [Financial Strength and Stability](#) - Sia Partners - Financial Strength and Stability.pdf - Wednesday November 06, 2024 19:26:21
- [Marketing Plan/Samples](#) - Sia Partners - Marketing Plan and Samples.pdf - Wednesday November 06, 2024 19:26:37
- [WMBE/MBE/SBE or Related Certificates](#) - Sia Partners - Certificates.zip - Monday November 04, 2024 09:38:23
- [Standard Transaction Document Samples](#) - Sia Partners - Standard Transaction Document Sample - Contract.pdf - Monday November 04, 2024 09:40:09
- Requested Exceptions (optional)
- [Upload Additional Document](#) - Sia Partners - Additional Documents.zip - Wednesday November 06, 2024 19:28:16



## 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:

1. 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>;
2. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or
3. 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. - Adrién Grimal, Associate Partner - Data & AI, Sia Partners 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_16_Artificial_Intelligence_Readiness_RFP110724 Thu October 31 2024 01:28 PM	<input checked="" type="checkbox"/>	19
Addendum_15_Artificial_Intelligence_Readiness_RFP110724 Tue October 29 2024 04:21 PM	<input checked="" type="checkbox"/>	2
Addendum_14_Artificial_Intelligence_Readiness_RFP110724 Mon October 28 2024 03:58 PM	<input checked="" type="checkbox"/>	2
Addendum_13_Artificial_Intelligence_Readiness_RFP110724 Fri October 25 2024 08:03 AM	<input checked="" type="checkbox"/>	4
Addendum_12_Artificial_Intelligence_Readiness_RFP110724 Tue October 22 2024 02:06 PM	<input checked="" type="checkbox"/>	2
Addendum_11_Artificial_Intelligence_Readiness_RFP110724 Thu October 17 2024 12:52 PM	<input checked="" type="checkbox"/>	6
Addendum_10_Artificial_Intelligence_Readiness_RFP110724 Tue October 15 2024 03:11 PM	<input checked="" type="checkbox"/>	3
Addendum_9_Artificial_Intelligence_Readiness_RFP110724 Mon October 14 2024 04:12 PM	<input checked="" type="checkbox"/>	4
Addendum_8_Artificial_Intelligence_Readiness_RFP110724 Thu October 10 2024 03:44 PM	<input checked="" type="checkbox"/>	3
Addendum_7_Artificial_Intelligence_Readiness_RFP110724 Wed October 9 2024 08:27 AM	<input checked="" type="checkbox"/>	2
Addendum_6_Artificial_Intelligence_Readiness_RFP110724 Mon October 7 2024 01:55 PM	<input checked="" type="checkbox"/>	2
Addendum_5_Artificial_Intelligence_Readiness_RFP110724 Wed October 2 2024 02:17 PM	<input checked="" type="checkbox"/>	2
Addendum_4_Artificial_Intelligence_Readiness_RFP110724 Mon September 30 2024 01:45 PM	<input checked="" type="checkbox"/>	4
Addendum_3_Artificial_Intelligence_Readiness_RFP110724 Thu September 26 2024 03:00 PM	<input checked="" type="checkbox"/>	4
Addendum_2_Artificial_Intelligence_Readiness_RFP110724 Tue September 24 2024 09:11 AM	<input checked="" type="checkbox"/>	7
Addendum_1_Artificial_Intelligence_Readiness_RFP110724 Fri September 20 2024 12:54 PM	<input checked="" type="checkbox"/>	2