



MASTER AGREEMENT #031125
CATEGORY: Facilities Maintenance Services
SUPPLIER: Skookum Services LLC

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 Skookum Services LLC, 4525 Auto Center Way, Bremerton, WA 98312 (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 May 19, 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 RFP #031125 to Participating Entities. In Scope solutions include:
- a) Janitorial, custodial, housekeeping, cleaning, and sanitizing services;
- b) Landscaping, groundskeeping, lawn mowing, snow removal or snow plowing, and grounds maintenance services;
- c) Maintenance, management, and operations of facilities, systems, components, and surfaced areas (horizontal and vertical facilities); and,
- d) Complementary services as long as one or a combination of the offerings listed above in a. – c. is included.
- 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

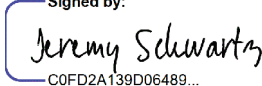
The Terms in this Article 3 relate specifically to Supplier and a Participating Entity when entering transactions utilizing the General Terms established in this Master Agreement. Article 1 General Terms control over any conflict with this Article 3. Where this Master Agreement is silent on any subject,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

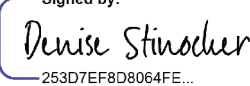
- 1) **Quotes to Participating Entities.** Suppliers are encouraged to provide all pricing information regarding the total cost of acquisition when quoting to a Participating Entity. Suppliers and Participating Entities are encouraged to include all cost specifically associated with or included within 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

Skookum Services LLC

Signed by:

 C0FD2A139D06489...
 By: _____
 Jeremy Schwartz
 Title: Chief Procurement Officer
 5/21/2025 | 10:42 AM CDT
 Date: _____

Signed by:

 253D7EF8D8064FE...
 By: _____
 Denise Stinocher
 Title: CFO
 5/21/2025 | 10:08 AM CDT
 Date: _____

RFP 031125 - Facilities Maintenance Services

Vendor Details

Company Name: Skookum Educational Programs

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

Address: 4525 Auto Center WaY
BREMERTON, WA 98312

Contact: Zachary Tomlinson

Email: zachary.tomlinson@skookum.org

Phone: 929-226-7219

Fax: 929-226-7219

HST#:

Submission Details

Created On: Friday January 24, 2025 09:00:05

Submitted On: Tuesday March 11, 2025 13:50:23

Submitted By: Drew Mikel

Email: drew.mikel@skookum.org

Transaction #: 02a34df4-122f-4ce2-9299-52fab5d39a0a

Submitter's IP Address: 147.243.183.40

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.	Skookum Services LLC	*
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).	dba Tessera	*
4	Provide your CAGE code or Unique Entity Identifier (SAM):	11-813-9279	*
5	Provide your NAICS code applicable to Solutions proposed.	561210 - Facilities Support Services	
6	Proposer Physical Address:	4525 Auto Center Way, Bremerton, WA 98312	*
7	Proposer website address (or addresses):	skookum.org / tessera.org	*
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):	Denise Stinocher, CFO 4525 Auto Center Way Bremerton, WA 98312 dstinocher@skookum.org 360-821-1600	*
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Drew Mikel, Director 4525 Auto Center Way Bremerton, WA 98312 drew.mikel@skookum.org 270-305-1774	*
10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Zach Tomlinson, CIO 4525 Auto Center Way Bremerton, WA 98312 zachary.tomlinson@skookum.org 929-226-7219	*

Table 2A: Financial Viability and Marketplace Success (50 Points, applies to Table 2A and 2B)

Line Item	Question	Response *
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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>Founded in 1988, Skookum is a 501(c)(3) nonprofit organization with a mission-driven approach to Facilities Maintenance (FM) and Operations & Maintenance (O&M) services. Over the past 36 years, Skookum has established itself as a trusted provider of mission-critical facility services, supporting military installations, higher education institutions, state and municipal agencies, healthcare facilities, and commercial industries.</p> <p>Skookum has successfully delivered Base Operations Support (BOS), asset reliability programs, and FM solutions across diverse and complex environments. Our expertise spans energy management, mechanical and electrical systems, HVAC, wastewater treatment, fire protection, fleet and grounds maintenance, and janitorial, custodial, cleaning, sanitizing, and housekeeping services. In addition, Skookum provides grounds services throughout all seasons, from landscaping and lawn moving, to snow plowing and removal.</p> <p>We have continuously expanded our service offerings by integrating cutting-edge technology, such as wireless sensor monitoring, automated work order systems, and predictive maintenance solutions, ensuring data-driven operational efficiency.</p> <p>At Skookum, our core values shape our approach to business and service delivery: PEOPLE FIRST: We are committed to diversity, equity, and inclusion, focusing on creating employment opportunities for individuals with disabilities and veterans. RELIABILITY & EXCELLENCE: We provide reliability-centered maintenance programs, leveraging industry best practices to increase asset longevity, reduce costs, and enhance operational efficiency. TRANSPARENCY & INTEGRITY: Our clients benefit from pricing transparency, real-time performance tracking, and detailed reporting, ensuring accountability and trust. INNOVATION & SUSTAINABILITY: Skookum incorporates energy-efficient solutions, IoT-based asset monitoring, and sustainability initiatives into FM strategies, optimizing resource use while reducing environmental impact. MISSION-DRIVEN PARTNERSHIP: We approach every contract as a collaborative partnership, working alongside clients to align FM strategies with their operational and financial goals.</p> <p>Our industry longevity and mission-driven approach allow us to deliver scalable, cost-effective FM solutions tailored to Sourcewell's Participating Entities. By integrating advanced technology, best practices, and a highly-skilled workforce, Skookum ensures operational efficiency and long-term value across diverse facility portfolios.</p>
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12	What are your company's expectations in the event of an award?	<p>Skookum views a Sourcewell Master Agreement as a strategic opportunity to expand our Facilities Maintenance (FM) services to a broader network of government, education, nonprofit, and public sector entities. Our expectations in the event of an award include the following:</p> <p>UNIFIED CONTRACT IMPLEMENTATION We will leverage our existing FM infrastructure, vendor partnerships, and operational expertise to ensure immediate service availability. Our team can support both single-site facilities and multi-campus portfolios, tailoring solutions to meet the specific needs of each Participating Entity.</p> <p>STRATEGIC COLLABORATION & GROWTH We are ready to partner with Sourcewell's network to support government, education, and nonprofit facilities, expanding our service reach. Skookum collaborates directly with Participating Entities to develop tailored facility maintenance programs that drive operational efficiency, enhance asset reliability, and maximize cost savings. Whether augmenting in-house teams or fully managing FM operations, we deliver flexible, high-performance service models to meet each client's unique requirements.</p> <p>ROBUST MARKETING & OUTREACH EFFORTS Skookum will execute a targeted outreach strategy to engage Sourcewell Entities, ensuring they understand the value of our services. We will expand awareness and drive engagement by leveraging digital platforms, webinars, and industry events. Our team will also collaborate closely with Sourcewell's marketing team to align efforts and maximize the impact of promotional initiatives.</p> <p>PERFORMANCE EXCELLENCE & CONTINUOUS IMPROVEMENT We apply a reliability-centered maintenance approach, combining proven FM methodologies, IoT-driven asset monitoring, and predictive analytics to deliver best-in-class service. Skookum establishes key performance metrics aligned with each Participating Entity's needs, ensuring cost-effectiveness, service quality, and operational efficiency. We drive ongoing improvements and optimal facility maintenance outcomes through transparent reporting, data-driven insights, and continuous client feedback.</p> <p>COMPLIANCE & CONTRACT ADHERENCE Skookum will systematically track and document adherence to all Sourcewell contract terms, pricing structures, and service standards outlined in the Master Agreement, ensuring 100% compliance within the first 90 days of contract execution.</p> <p>To meet or exceed all local, state, and federal regulations, we will conduct quarterly compliance audits and implement corrective action plans as needed, guaranteeing full regulatory compliance across all jurisdictions where services are provided.</p> <p>Our FM teams will complete required industry certifications and safety training within the first 30 days of the contract start, with ongoing professional development opportunities provided annually. We also ensure that training programs are accessible and inclusive, supporting diverse team members in maintaining the highest service delivery standards.</p>
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13	<p>Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.</p>	<p>Skookum has maintained exceptional financial health, ensuring its ability to provide long-term, scalable, and cost-effective Facilities Maintenance (FM) services. As a 501(c)(3) nonprofit organization, Skookum reinvests retained earnings directly into operational improvements, workforce development, and service innovations—all while maintaining pricing transparency and financial accountability.</p> <p>Unlike for-profit organizations that distribute earnings as dividends to investors, Skookum reinvests its earnings into its mission-driven programs, strengthening service capabilities and long-term sustainability.</p> <p>PROVEN FINANCIAL STABILITY & GROWTH Over the past five years, Skookum has demonstrated consistent revenue growth, expanding total assets, and increasing workforce capacity, reinforcing its financial strength and operational resilience:</p> <ul style="list-style-type: none"> - Revenue Growth of 27.3%: From 2019 to 2023, Skookum's revenue has grown significantly, reflecting a strong demand for its services and effective contract management. - Total Assets Increased by 72%: This substantial growth underscores responsible fiscal management and strategic reinvestment in infrastructure, technology, and workforce expansion. - Debt-to-Asset Balance: Skookum maintains a strategically-managed debt portfolio, prioritizing reinvestment in mission-driven operations. - Skookum maintains a .45 debt-to-worth ratio supporting our lean leveraging efforts. <p>SCALABILITY & WORKFORCE EXPANSION A critical indicator of Skookum's financial health and service capacity is the steady expansion of its workforce and operational footprint:</p> <ul style="list-style-type: none"> - 40% Workforce Growth: Full-time employees (FTEs) increased from 1,242 in 2019 to 1,748 in 2023, reinforcing Skookum's capability to mobilize skilled personnel for complex FM operations rapidly. - Growing Nationwide Reach: Skookum expanded from 47 locations in 2019 to 54 in 2023, demonstrating its capacity to manage multi-site, large-scale FM contracts. - Sustainable Growth Model: Unlike private firms that rely on acquisitions, Skookum has grown organically, fueled by strong contract performance, customer retention, and operational efficiency. <p>FINANCIAL TRANSPARENCY & PUBLIC ACCOUNTABILITY Skookum operates with full financial transparency. As a 501(c)(3) nonprofit organization, all financial data is publicly accessible through the IRS Exempt Organizations database.</p> <p>We have included our most recent 2023 Audited Consolidated Financial Statements to demonstrate our financial strength and stability.</p>
14	<p>What is your US market share for the Solutions that you are proposing?</p>	<p>Skookum's market share is most substantial in government and military contracts, where we compete with top Facilities Maintenance (FM) providers while delivering a value-driven alternative to low-bid models. Currently, Skookum holds 68 long-term federal contracts and provides Operations & Maintenance (O&M) and Base Operations Support (BOS) services across 21 military installations for the U.S. Army, Navy, Marine Corps, Air Force, and Coast Guard. Our work spans 20 million square feet of operational, administrative, healthcare, research, laboratory, operations/training, and other specialized facilities, and over 150,000 acres of prestige landscape, ammunition storage areas, and airfield/operational grounds maintenance.</p> <p>In higher education, Skookum provides integrated asset management, reliability-centered maintenance, and custodial solutions to three universities and research institutions across two states.</p> <p>Skookum has also expanded its municipal and state government FM contracts, currently servicing three municipal governments within one state.</p> <p>With healthcare facilities requiring highly specialized FM services, Skookum manages predictive maintenance programs, automated work order systems, and compliance-driven O&M solutions for three hospitals, clinics, and healthcare facilities.</p> <p>Skookum employs over 1,750 personnel and 103 service providers, supporting a diverse range of federal, education, municipal, and healthcare clients.</p>

15	What is your Canadian market share for the Solutions that you are proposing?	<p>Skookum does not currently provide Facilities Maintenance (FM) services in Canada. Our strong presence in the U.S. federal, state, and education sectors and proximity to British Columbia allows us to enter the Canadian market strategically and efficiently.</p> <p>Our approach includes:</p> <ul style="list-style-type: none"> - Leveraging our Pacific Northwest HQ and center of operational mass to establish an initial foothold in British Columbia, enabling rapid deployment, workforce mobilization, and uniform integration into the Canadian FM market. - Aligning with Canadian public sector priorities by introducing our nonprofit, socially responsible FM model to support sustainable, transparent, and inclusive procurement practices. - Scaling through cooperative procurement, utilizing Sourcewell's purchasing model to simplify market entry for Canadian Participating Entities. - Building on existing relationships in higher education, leveraging our Association of Physical Plant Administrators (APPA) network to connect with Canadian institutions considering outsourced FM solutions. - Utilizing established service provider networks, working with trusted partners already operating in Canada for a smooth expansion. - Investing in long-term growth, including regional service hubs, workforce development, and regulatory compliance. 	*
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 Sourcewell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.	<p>Skookum has never been a party to any bankruptcy proceedings. This requirement does not apply.</p> <p>Skookum maintains a strong financial position and has demonstrated consistent growth, stability, and fiscal responsibility, ensuring our ability to meet all contractual and operational obligations. Should there be any changes in financial status, Skookum will provide written notice to Sourcewell following the RFP requirements.</p>	*
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?	<p>Skookum is best described as a service provider.</p> <p>Skookum leverages a direct workforce of trained employees, including skilled tradespeople, technicians, maintenance specialists, project managers, sales professionals and operational support staff. We manage these employees in-house to deliver high-quality service across all contracted locations.</p> <p>While Skookum primarily operates with an internal workforce, we leverage strategic partnerships with trusted third-party service providers and vendors to supplement our in-house capabilities when necessary. Many of these service providers are already operating in multiple jurisdictions, including Canada, ensuring scalability and regional expertise when needed.</p>	*

18	<p>If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.</p>	<p>Skookum and its personnel maintain all necessary trade licenses and certifications required for Facilities Maintenance (FM) and Operations & Maintenance (O&M) services across the jurisdictions in which we operate. Our workforce includes highly skilled and certified professionals in mechanical, electrical, HVAC, plumbing, fire protection, structural maintenance, energy management, wastewater treatment, and more. Skookum team members hold the appropriate trade-specific licenses mandated by federal, state, provincial, and local regulations. These licenses include, but are not limited to:</p> <p>ELECTRICAL</p> <ul style="list-style-type: none"> - Master Electrician - Journeyman Electrician - High-Voltage Electrical Certifications <p>HVAC & Refrigeration</p> <ul style="list-style-type: none"> - EPA 608 Certification - State HVAC Technician Licenses - Stationary Engineer Licenses - ASHRAE Compliance Certifications <p>PLUMBING</p> <ul style="list-style-type: none"> - Journeyman and Master Plumber Certifications (as required by jurisdiction) <p>FIRE PROTECTION & LIFE SAFETY</p> <ul style="list-style-type: none"> - NICET Fire Alarm Systems Certification - NICET Sprinkler Systems Inspection and Testing Certification <p>WASTEWATER TREATMENT & ENVIRONMENTAL COMPLIANCE</p> <ul style="list-style-type: none"> - Operator Licenses for Municipal and Industrial Water Treatment Facilities <p>BUILDING AUTOMATION & CONTROLS</p> <ul style="list-style-type: none"> - Certifications for Direct Digital Controls (DDC), Building Automation Systems (BAS), and SCADA Systems <p>FACILITY & ASSET MANAGEMENT</p> <ul style="list-style-type: none"> - Certified Facility Manager (CFM) - Certified Energy Manager (CEM) - Certified Reliability Leader (CRL) <p>CLEANING MANAGEMENT:</p> <ul style="list-style-type: none"> - Certified Custodial Technician - Certified Custodial Supervisor - CMI Certified Workloading Specialist <p>INTERNATIONAL STANDARDS COMPLIANCE</p> <p>In addition to trade licenses, Skookum integrates internationally recognized standards into our service delivery model to enhance quality, sustainability, and asset management practices. Our operations align with the following 9001 standards:</p> <ul style="list-style-type: none"> - ISO 9001 (Quality Management System) – Ensures consistent service delivery, customer satisfaction, and continuous improvement. - ISO 14001 (Environmental Management System) – Governs sustainability initiatives, energy efficiency measures, and environmental compliance. - ISO 55000 (Asset Management System) – Supports best practices in asset lifecycle management, predictive maintenance, and reliability-centered FM strategies. <p>SUBCONTRACTOR AND THIRD-PARTY COMPLIANCE</p> <p>Where subcontractors or third-party service providers are engaged, Skookum ensures they meet or exceed the same licensing and certification requirements as our direct employees. We enforce strict compliance measures, including:</p> <ul style="list-style-type: none"> - Vetting Processes – Ensuring subcontractors hold necessary trade licenses and certifications. - Compliance Audits – Conduct periodic evaluations to maintain regulatory adherence. - Quality Assurance Reviews – Verifying that service delivery aligns with Skookum's standards and contractual obligations.
19	<p>Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcwell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.</p>	<p>Skookum has never been subject to any debarment or suspension proceedings. This requirement does not apply.</p> <p>Skookum maintains full compliance with all federal, state, and local regulations, ensuring that we remain in good standing with all government agencies and contracting entities. Should there be any changes to our status, we will provide written notice to Sourcwell following the RFP requirements.</p>

20	Describe any relevant industry awards or recognition that your company has received in the past five years.	<p>Skookum has earned several prestigious industry awards and acknowledgments over the past five years.</p> <p>Skookum was awarded the 2023 Uptime Award for Best Digitalization for Reliability & Asset Management. Competing against global industry leaders such as JLL and Reliance Industries Limited, Skookum was honored for leveraging real-time data analytics, predictive maintenance, and IoT-driven monitoring to enhance operational efficiency and asset longevity.</p> <p>Skookum has consistently been recognized as a best-in-class Base Operations Support (BOS) service provider across multiple military installations, including the U.S. Army, Navy, Marine Corps, Air Force, and Coast Guard. Our performance has been rated Exceptional for Quality and Very Good for Regulatory Compliance and Schedule by NAVFAC Northwest. Notably, our team achieved a 99.03% overall successful performance rate across 1,643 government assessments at Naval Air Station Whidbey Island, exceeding contract requirements in key areas such as environmental services, utilities, and airfield operations. Our rapid response efforts have minimized mission impacts, ensuring reliable infrastructure and operational continuity for critical government facilities.</p> <p>Skookum has received multiple acknowledgments for excellence in workforce inclusion, veterans' employment initiatives, and disability hiring programs. Our mission-driven FM model ensures operational excellence and creates meaningful employment opportunities for veterans and individuals with disabilities.</p> <p>Skookum has committed to environmental sustainability and energy efficiency through strategic investments in clean energy infrastructure. Skookum has invested in a seven-figure clean energy microgrid at its home office, cutting forecasted energy costs by 25% while enhancing sustainability and resilience. This project includes a 135kW solar array—pushing the max allowable power under WA net metering laws—paired with 220kWh battery storage to sustain critical loads. Over 10 Level-2 EV chargers support Skookum's emerging fleet with employee and guest charging plans.</p> <p>Skookum secured \$1.2M in Washington State Dept. of Commerce grants to fund these initiatives, with an additional 30% boost from the Inflation Reduction Act. The project also serves as a Kitsap County disaster response facility and a clean energy solutions demonstration site. Skookum is leveraging this experience to train its workforce and prepare for commercializing solar and EV infrastructure solutions.</p>	*
21	What percentage of your sales are to the governmental sector in the past three years?	Over the past three years, 95% of Skookum's new contracts have been in the federal, state, and local government sectors. These include military installations, government buildings, and public sector entities, where we deliver Facilities Maintenance (FM) and Operations & Maintenance (O&M) services.	*
22	What percentage of your sales are to the education sector in the past three years?	<p>Approximately 3.59% of Skookum's sales over the past three years have been in the education sector. Skookum provides facility maintenance services at several educational facilities operated by our government clients, including:</p> <ul style="list-style-type: none"> - Logistics Leader College (LLC) - College of Applied Logistics and Operational Studies (CALOS) - Technical Logistics College (TLC) - Logistics Non-Commissioned Officer Academy (LNCOA) - The United States Coast Guard (USCG) Training Center Yorktown (TRACEN) <p>Skookum is set to begin full facility maintenance services later this year at the United States Air Force Academy (USAFA), which will include Operations & Maintenance (O&M), Utilities, and Engineering Services.</p>	*
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?	<p>Skookum currently participates in the UniqueSource program, which operates within Pennsylvania's COSTARS cooperative purchasing framework. COSTARS, managed by the Commonwealth of Pennsylvania's Department of General Services (DGS), enables local public procurement units (LPPUs) and state-affiliated entities to access pre-established contracts for various services.</p> <p>As our engagement with UniqueSource is still in its early stages, we have not yet recorded any sales through this channel. However, based on the increasing demand for Facilities Maintenance (FM) and Operations & Maintenance (O&M) services across Pennsylvania's public sector institutions, we estimate sales between \$2M and \$5M over the next 24 months through this cooperative purchasing channel.</p>	*

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>Skookum does not hold GSA contracts or Standing Offers and Supply Arrangements (SOSA). Our contracts are currently executed through the AbilityOne program, a federal initiative that provides employment opportunities for individuals with disabilities while offering essential services to government agencies.</p> <p>ABILITYONE CONTRACTING FRAMEWORK While Skookum does not operate under GSA or SOSA, our AbilityOne contracts function similarly by streamlining procurement for federal agencies. These contracts provide pre-negotiated pricing, standardized service agreements, and long-term contracting mechanisms, ensuring efficiency and compliance in government acquisitions.</p> <p>ABILITYONE CONTRACT PORTFOLIO & ANNUAL SALES VOLUME Skookum is an active contract holder of 19 AbilityOne contracts, delivering a broad range of services, including: - Facilities Maintenance (FM) - Operations & Maintenance (O&M) - Base Operations Support (BOS)</p> <p>These contracts primarily support federal agencies and military installations. Over the past three years, Skookum's total annual revenue from these contracts has exceeded \$222M annually.</p>	*
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Table 2B: References/Testimonials

Line Item 25. Supply reference information from three customers who are eligible to be Sourcwell participating entities.

Entity Name *	Contact Name *	Phone Number *	
U.S. Naval Air Station Whidbey Island	Mr. Jason Ray, P.E. CDR, CEC, USN Public Works Officer, NAS Whidbey Island	(360) 257-1457	*
U.S. Army, Fort Riley	Mr. Johnny Webb Chief, MSB Branch, DPW - Fort Riley	(785) 240-0577	*
U.S. Coast Guard, Training Center Yorktown, VA	Mr. Jeff Brammer Chief, Facilities Maintenance Branch, USCG TRACEN	(757) 856-2186	*

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.	<p>Skookum's coast-to-coast sales force is strategically positioned to lead our efforts under this Sourcwell agreement, leveraging our extensive industry reach to drive new Participating Entities into the Sourcwell network.</p> <p>Our nationwide sales team specializes in facilities maintenance, allowing us to engage with government agencies, educational institutions, healthcare organizations, and industrial clients. This broad expertise enables us to effectively present the Sourcwell agreement as a streamlined procurement vehicle, eliminating lengthy RFP processes and making it easier for organizations to access Skookum's high-performance facility management solutions.</p> <p>With a dedicated team spanning multiple regions, we will actively promote this agreement through direct engagement, industry events, and strategic partnerships. Our team will identify new and existing entities that can consolidate their facility service contracts under Sourcwell, reducing administrative burden and improving service standardization.</p> <p>By leveraging our national footprint and industry expertise, Skookum is uniquely positioned to expand the Sourcwell network, ensuring that more organizations can take advantage of pre-negotiated pricing, simplified procurement, and top-tier facility management services.</p>	*

27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	<p>Skookum delivers Facilities Maintenance (FM) solutions nationwide through a well-established network of skilled labor providers, subcontractors, and service partners, rather than traditional product-based dealers, distributors, or resellers. This network comprises experienced tradespeople, technicians, and service providers specializing in HVAC, electrical, plumbing, mechanical, fire protection, and other essential FM services. By utilizing subcontractors and service providers strategically, Skookum ensures the availability of local expertise to support projects across multiple geographies efficiently.</p> <p>Regarding material sourcing and equipment procurement, Skookum partners with Original Equipment Manufacturers (OEMs) and their authorized regional distributors to access high-quality materials and equipment. These authorized distributors act as key suppliers in Skookum's procurement strategy, enabling direct access to competitively priced products through bulk purchasing agreements. This approach ensures that Skookum can secure essential FM components, such as HVAC systems, electrical supplies, and plumbing fixtures, at the best possible rates while maintaining compliance with manufacturer standards and warranties.</p> <p>Although Skookum does not rely on traditional resellers or dealers for FM service delivery, its strategic distribution model integrates OEM-authorized supply chains with a robust network of service providers. This structure allows Skookum to deliver end-to-end FM solutions that combine high-quality labor, cost-effective material procurement, and nationwide coverage tailored to client needs.</p>	*
28	Service force.	<p>Skookum's nationwide service force is strategically positioned to deliver high-quality, mission-critical facility management solutions to Sourcewell Participating Entities across the country. With technicians, engineers, project managers, and skilled trade professionals operating coast to coast, we ensure consistent, reliable service delivery in diverse environments, from urban campuses to remote industrial sites.</p> <p>Our extensive service network allows us to rapidly mobilize teams, provide emergency response, and execute large-scale or recurring facility maintenance projects with efficiency and precision. We leverage local expertise while maintaining the rigorous standards of a national FM provider, ensuring that each Sourcewell member receives the same high level of service, regardless of location.</p> <p>With a proven track record in government, higher education, industrial, and healthcare sectors, Skookum's nationwide workforce is prepared to support Sourcewell Participating Entities with turnkey solutions, ensuring operational continuity, compliance, and long-term asset performance.</p>	*
29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>Skookum manages the ordering process and is the primary point of contact, handling all client interactions and ensuring services align with specific requirements.</p> <p>We work directly with Participating Entities to:</p> <ul style="list-style-type: none"> - Assess Needs & Define Scope – Conduct initial consultations to determine service requirements and develop a tailored scope of work. - Order & Schedule Services – Coordinate the necessary resources, including labor, materials, and equipment, and establish project timelines. - Service Execution & Oversight – Manage subcontractors and service providers, ensuring work aligns with project specifications. - Client Support & Reporting – Provide ongoing updates, track service progress, and fully transparently report material usage and service completion. <p>While Skookum retains complete oversight and accountability, certain materials, equipment, and specialized services are sourced through our network of subcontractors, dealers, and OEMs:</p> <ul style="list-style-type: none"> - Subcontractors provide specialized labor in HVAC, plumbing, electrical, and technical trades. - Distributors/Dealers supply materials and equipment under Skookum's purchasing agreements, ensuring cost savings and quality. - OEMs provide original equipment parts and systems for optimal fit and performance for repairs and replacements. 	*

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>Skookum's customer service program is designed to ensure exceptional service delivery and a streamlined experience for all Participating Entities. We recognize the importance of timely, high-quality service in Facilities Maintenance (FM) and have built our program around rapid response times, proactive communication, and continuous improvement.</p> <p>CUSTOMER SERVICE PROCESS AND PROCEDURE When a client submits a service request, our dedicated Work Control team evaluates its urgency and scope. We work closely with the client to clarify requirements, ensuring a complete understanding before proceeding. Based on this assessment, the appropriate technician, whether for HVAC, electrical, plumbing, or another specialized trade, is assigned to the task. Using an optimized scheduling system, we prioritize urgent requests to ensure timely dispatch, minimizing downtime and operational disruptions.</p> <p>From the moment a request is received, Skookum maintains clear and proactive communication through service portals, SMS notifications, and email alerts. Clients receive real-time updates regarding progress, anticipated delays, and key developments, ensuring transparency throughout the service process. Once the service is completed, our team conducts a final assessment to confirm that all tasks meet our high-quality standards. Any necessary adjustments are made promptly to ensure client satisfaction.</p> <p>RESPONSE-TIME CAPABILITIES AND COMMITMENTS For emergency service requests, particularly those affecting critical systems such as HVAC, plumbing, or electrical failures, Skookum responds within two hours. Standard service requests are addressed within three business days, with initial planning and assessment occurring immediately. Depending on urgency and client availability, routine preventive maintenance is scheduled within seven to ten days.</p> <p>INCENTIVES FOR SERVICE PROVIDERS Skookum incentivizes service providers through various programs to maintain high performance and service excellence. Technicians and subcontractors receive performance-based compensation for meeting service deadlines and maintaining high client satisfaction. Customer satisfaction bonuses reward providers that consistently receive positive feedback, fostering a culture of service excellence. Efficiency targets encourage teams to complete tasks ahead of schedule without sacrificing quality. Company-wide recognition programs acknowledge high performers and motivate continuous improvement.</p> <p>CONTINUOUS IMPROVEMENT AND FEEDBACK LOOP Skookum integrates client feedback into our ISO 9001 quality management system through automated satisfaction surveys, ensuring service improvements align with client needs. Regular internal audits and performance reviews reinforce adherence to our high standards, with training, coaching, and process refinements are implemented as necessary.</p>	*
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	Skookum is fully prepared and committed to providing facility maintenance services to Sourcewell participating entities. We deliver efficient, cost-effective solutions that address public-sector budget constraints while maintaining high performance. Our approach includes reliability-centered maintenance, data-driven asset management, and proactive service strategies. With a scalable workforce and a trusted network of service providers, we are ready to support Sourcewell entities with expertise and reliability.	*
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	Skookum is highly willing and prepared to provide our services to Sourcewell participating entities in Canada. While we are new to the Canadian market, we are eager to extend our mission-driven FM solutions to Canadian government, education, and nonprofit organizations.	*
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	<p>Skookum is committed to providing services across the U.S. and Canada but may face logistical challenges in certain regions due to resource limitations. These include:</p> <ul style="list-style-type: none"> - United States (OCONUS Locations): Puerto Rico, Hawaii, parts of Alaska, American Samoa, U.S. Virgin Islands, Guam, and other U.S. Pacific island territories due to logistical complexities and limited specialized resources. - Canada (Remote & Isolated Areas): Yukon, Northwest Territories, Nunavut, and Newfoundland and Labrador, where remoteness and infrastructure limitations impact service feasibility. 	*
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.	We do not anticipate restricting access to specific account types if an agreement is awarded. Skookum is committed to ensuring all Sourcewell participating entities have full access to our solutions, which are designed to be scalable and adaptable to diverse needs.	*

35	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	<p>While Skookum is prepared to address Alaska's unique challenges, service delivery in Hawaii and U.S. Territories (Puerto Rico, Guam, U.S. Virgin Islands, and American Samoa) may be cost-prohibitive.</p> <p>Skookum can provide services in most areas of Alaska but anticipates the following challenges:</p> <ul style="list-style-type: none">- Logistics: Remote locations may result in extended shipping times for materials and parts, delaying repairs or replacements.- Labor Availability: Limited access to specialized trades may require mobilizing personnel, increasing costs and response times.- Environmental Conditions: Harsh winters can impact HVAC, plumbing, and electrical systems, necessitating specialized maintenance strategies. <p>Service in Hawaii & U.S. Territories areas is likely infeasible due to:</p> <ul style="list-style-type: none">- Logistics: High costs and delays in shipping materials and equipment.- Labor Availability: Limited specialized labor, leading to increased mobilization expenses and longer service times.- Environmental Conditions: Tropical climates and saltwater exposure accelerate system wear, requiring more frequent maintenance. <p>While Skookum can operate in Alaska with some constraints, service in Hawaii and U.S. Territories presents significant logistical and economic challenges.</p>	*
36	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Skookum is dedicated to supporting fellow nonprofit organizations by providing high-quality facilities maintenance services and cost-effective solutions. We do not exclude nonprofits from any awarded master agreement, as our goal is to help them achieve operational efficiency and advance their missions.	*

Table 4: Marketing Plan (100 Points)

Line Item	Question	Response *
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37	<p>Describe your marketing strategy for promoting this opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.</p>	<p>At Skookum, successful marketing is about building genuine connections with the organizations we serve. Our strategy ensures that Participating Entities hear about the benefits of Sourcewell and receive personalized guidance on how to use the program effectively.</p> <p>Our sales team leads outreach, engaging with local, state, and federal agencies, higher education institutions, and nonprofit organizations. These representatives focus on relationships, meeting with procurement officers, facilities managers, and decision-makers to understand their needs and explain how Sourcewell's cooperative purchasing program simplifies contracting. Whether a city government needs cost-effective facilities maintenance solutions, or a university seeks specialized services, our team provides customized recommendations to fit their requirements.</p> <p>To support these efforts, our sales team receives in-depth training on the Sourcewell contract, our service offerings, and the challenges different sectors face. They use case studies, presentations, and targeted messaging to explain what we do and why it matters. Our Customer Relationship Management (CRM) system tracks every interaction, ensuring opportunities are consistently followed up.</p> <p>TARGETED OUTREACH TO KEY MARKET SEGMENTS</p> <ul style="list-style-type: none"> - Government Agencies: We will target local, state, and federal entities that are actively seeking cost-effective and efficient FM solutions. Our messaging will highlight Skookum's extensive experience with military, education, and municipal clients, demonstrating our ability to deliver services that meet the unique needs of the public sector. - Higher Education: Given our success in the military and government sectors, we will leverage our experience of providing services at military academies and universities, and promote our ability to offer reliable, cost-efficient, and mission-oriented FM services. - Nonprofits & Social Enterprises: As a nonprofit, we will emphasize our commitment to social responsibility and how our mission-driven approach aligns with the values of other nonprofit organizations. Skookum's ability to offer cost savings from our buying power and high-volume purchasing will be a key selling point. <p>We participate in key industry conferences and trade shows, including:</p> <ul style="list-style-type: none"> - IFMA (International Facility Management Association) - BOMA (Building Owners and Managers Association) - NFMT (National Facilities Management and Technology Conference) - APPA (Association of Physical Plant Administrators) – Nationally, regionally, and through local chapters - ASHE (American Society for Healthcare Engineering) - ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) - American Public Works Association (APWA) - Society of American Military Engineers (SAME) - International Maintenance Conference (IMC) - The Reliability Conference - ICMA (International City/County Management Association) - League of Municipalities Conference <p>At these events, our team engages with attendees, participates in discussions, and educates organizations on how Sourcewell streamlines procurement while providing access to Skookum's high-quality services.</p> <p>Beyond direct outreach, we use multi-channel marketing to reinforce awareness and credibility. Our website will feature a dedicated Sourcewell landing page with service details, testimonials, and success stories. Email campaigns keep existing and potential clients informed, while social media engagement promotes customer stories and real-world examples.</p> <p>We work closely with Sourcewell's team to maximize outreach and ensure Participating Entities fully understand their purchasing options. Our client referral program encourages satisfied customers, particularly in government and higher education, to introduce others to the benefits of working with Skookum through the Sourcewell agreement.</p> <p>To reinforce our message, we develop targeted marketing materials that address the needs of public sector clients. Service brochures, case studies, and success stories highlight how we help organizations reduce costs and improve efficiency. Webinars and workshops offer an interactive platform where procurement teams can learn about cooperative purchasing, facilities maintenance best practices, and how Skookum supports their mission.</p>
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38	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	<p>Skookum utilizes technology and digital data to enhance the effectiveness of our marketing efforts and to ensure we reach and engage the right audience. Our approach integrates modern digital tools, data analytics, and social media platforms to optimize our outreach, measure performance, and provide relevant, personalized content to our target market.</p> <p>1. Social Media Engagement Skookum connects with clients and stakeholders via LinkedIn, Facebook, and Instagram. We share success stories, industry insights, and case studies to boost visibility and engagement. Our content strategy includes educational posts on Facility Maintenance (FM), client testimonials, industry trends, and interactive content like surveys and Q&A sessions.</p> <p>2. Website Optimization and SEO Our SEO-driven website ensures that Sourcewell Participating Entities can easily find us, and supports keyboard navigation and screen reader compatibility, providing inclusive experience for all users. We optimize pages with relevant FM keywords and feature dedicated landing pages with service details, case studies, and testimonials.</p> <p>Key Accessibility Features include:</p> <ul style="list-style-type: none"> - Alt Text for Images - High Contrast & Readable Fonts - Keyboard Navigation - Screen Reader Compatibility - Structured Headings & Semantic HTML <p>3. Metadata and Analytics We track website traffic, engagement, and conversions to refine marketing strategies. Metadata helps optimize Google and social media ads for government, education, and nonprofit sectors.</p> <p>4. Email Campaigns Email campaigns target audiences with personalized content based on past interactions and deliver timely updates and service announcements. Lead nurturing uses customer data to guide prospects through the sales funnel with tailored content.</p> <p>5. Digital Data-Driven Decisions We use analytics to optimize digital strategies, improve engagement, and track ROI. A/B testing refines ads, landing pages, and email campaigns, ensuring resources focus on the most effective channels.</p> <p>6. Data Privacy and Compliance We comply with all data privacy laws and prioritize client privacy. Transparent consent, secure data handling, and controlled communication preferences ensure ethical data use.</p>
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?	<p>Sourcewell provides the framework for cooperative purchasing, while Skookum will take the lead in engaging with eligible entities as subject matter experts. Skookum will highlight the benefits of Sourcewell's agreements through established frameworks like the Intergovernmental Support Agreement (IGSA). Upon award, Skookum will immediately integrate it into our sales process.</p> <p>We will start by working with our existing client base to identify opportunities for integrating adjacent service scopes under the newly awarded Sourcewell agreement. This includes assessing additional needs and demonstrating how Sourcewell's cooperative purchasing model simplifies procurement and delivers cost savings.</p> <p>In addition to current clients, we will broaden our outreach to federal, state, county, and local agencies, focusing on entities eligible for Sourcewell's services. We aim to raise awareness of the cooperative purchasing model's advantages, helping agencies streamline procurement, reduce complexity, and optimize resources.</p> <p>Skookum will equip our sales team with specialized training and resources to effectively communicate the benefits of Sourcewell's cooperative agreements. By providing the necessary tools and guidance, we will enable them to position Sourcewell agreements as strategic, value-driven solutions for efficient procurement.</p> <p>We will incorporate the Sourcewell-awarded agreement into our marketing strategy in sales materials, client communications, and presentations. This approach will enhance visibility, reinforce its value proposition, and drive broader adoption.</p>

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.	<p>Skookum utilizes IBM's Maximo platforms, that allows for electronic ordering, service requests, and real-time tracking of service delivery. This system is designed to be user-friendly, ensuring that our clients can quickly place orders, monitor progress, and access necessary documentation at their convenience.</p> <p>Key features of our e-procurement system include:</p> <ul style="list-style-type: none">- Online Service Requests – Clients can submit service requests through a secure online portal, specifying the scope of service needed. This feature helps manage routine maintenance, emergency requests, and long-term projects efficiently.- Real-Time Tracking – Clients can track the status of their service in real-time, from request to completion, ensuring transparency and accountability.- Digital Documentation – Work orders, invoices, and service reports are stored digitally within the portal, allowing governmental and educational clients to maintain organized, auditable records.- Effortless Integration with Procurement Systems – The system is compatible with commonly used procurement platforms in both public and private sectors, allowing entities to process purchase orders, invoices, and payments without complications. <p>Government and educational institutions have successfully integrated our e-procurement system into their procurement workflows, streamlining FM service acquisition, reducing administrative burden, and improving tracking and reporting. For example, under the U.S. Army Engineering and Support Center, Huntsville (HNC) Base Operations Program, Skookum demonstrated exceptional performance, submitting approximately 270 Service Orders (SOs) valued at over \$9M during the rating period. The minimal number of SOs returned for corrections primarily required responses to technical inquiries, which were swiftly addressed and resubmitted for approval. This high level of efficiency and accuracy reflects the effectiveness of our system in supporting procurement operations with minimal disruptions.</p>	*
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Table 5A: Value-Added Attributes (100 Points, applies to Table 5A and 5B)

Line Item	Question	Response *
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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>If awarded, Skookum will provide Sourcewell Participating Entities with owner-operator training on building infrastructure and equipment improvements. This training will be executed through the master agreement and will cover various components that are replaced or upgraded as part of the scope of work. These components include, but are not limited to:</p> <ul style="list-style-type: none"> - Building equipment (e.g., pumps, exchangers, HVAC & CRAC units, and other mechanical equipment) - Utilities distribution systems (e.g., boilers, chillers, and auxiliary equipment such as cooling towers) - Control systems - Security and surveillance systems - Envelope and opening components (e.g., automatic and overhead doors) <p>TRAINING DETAILS The training will be provided as part of the overall service package and will be tailored to the specific equipment and systems being serviced or upgraded. It will cover operation, maintenance, and safety procedures to ensure that facility operators are equipped with the knowledge and skills necessary to manage and maintain newly installed or upgraded systems.</p> <p>WHO PROVIDES THE TRAINING The training will be provided by Skookum's experts, including our technicians, project managers, and subject matter experts who are skilled in the operation of the specific systems being installed or upgraded. Skookum also partners with OEMs (Original Equipment Manufacturers) when specialized, manufacturer-specific training is required.</p> <p>STANDARD VS. OPTIONAL - Standard Training: Training on newly installed or upgraded systems is standard and included as part of the scope of work. This ensures that all relevant personnel are fully trained on the equipment and systems they will be operating and maintaining.</p> <p>- Optional Advanced Training: For clients who want advanced training or ongoing professional development, additional training programs may be offered at an additional cost. Training could include advanced troubleshooting, regulatory inspections, preventative maintenance techniques, or training on newer technologies.</p> <p>The costs for standard training are generally incorporated into the cost of the service activities and maintenance projects. These are not charged separately unless the training involves specialized equipment or advanced training programs. In those cases, additional costs may apply, which will be outlined and agreed upon in advance.</p> <p>Skookum's training programs are designed to ensure that Sourcewell Participating Entities have the knowledge and tools necessary to operate and maintain the equipment and systems that are installed or upgraded. These programs are integrated into our service delivery, ensuring that clients receive comprehensive training at no additional charge for the standard training components.</p>
42	Describe any technological advances that your proposed Solutions offer.	<p>Skookum's proposed solutions leverage cutting-edge technological advances to enhance the reliability, efficiency, and sustainability of facilities. Central to our approach is our reliability-centered maintenance strategy, which integrates Internet of Things (IoT) technology and innovative solutions for real-time monitoring, predictive insights, and advanced automation.</p> <p>1. IoT-Driven Asset Monitoring Skookum utilizes IoT sensors to continuously monitor critical building systems in real time. This technology allows us to gather data from assets, enabling us to proactively manage maintenance schedules, identify potential issues before they cause failures, and optimize the performance of key systems.</p> <p>2. Vibration Monitoring Using vibration sensors, we monitor the health of rotating equipment, such as motors, pumps, and compressors. This continuous monitoring detects early signs of wear or misalignment, allowing us to schedule predictive maintenance and avoid unplanned downtime or costly breakdowns.</p> <p>3. Thermography (Infrared Imaging) Thermal cameras are deployed to detect heat anomalies in electrical systems, mechanical equipment, and infrastructure. By identifying overheating components, we can prevent failures and improve maintenance schedules for systems such as electrical panels, motors, and HVAC systems.</p> <p>4. Electrical Metering Our electrical metering systems provide real-time data on energy consumption across facilities. By analyzing this data, we can pinpoint inefficiencies and energy waste, and help clients implement energy-saving solutions to lower costs and improve overall sustainability.</p> <p>5. Real-Time Water Consumption Monitoring Skookum integrates water consumption sensors to track usage in real time. This enables us to identify leaks or excessive usage, making it easier to implement water conservation</p>

	<p>measures, reduce costs, and meet sustainability goals.</p> <p>6. Periodic Inspections Using UAV Aerial Surveillance Skookum leverages Unmanned Aerial Vehicles (UAVs) to conduct periodic inspections of critical infrastructure, including power distribution lines, security systems, fencing, and roofing systems. This aerial surveillance enables us to perform detailed inspections safely and efficiently, capturing high-resolution images and video footage to assess conditions and pinpoint maintenance needs without disrupting normal operations.</p> <p>Our advanced AI platforms further enhance this process by cross-referencing the updated imagery collected over multiple cycles. This AI-driven analysis proactively identifies faults and potential failures, enabling us to address issues before they lead to system downtime. By catching problems early, we can execute repairs quickly, preventing costly disruptions and extending the lifespan of critical infrastructure.</p> <p>7. Robotic Landscaping Equipment Skookum utilizes robotic landscaping equipment, including slope mowers, automatic finish mowers, and drone-powered pressure washing systems, to improve the efficiency and sustainability of landscaping operations. These automated tools reduce the need for manual labor, enhance precision, and minimize environmental impact by using electric power instead of fuel-based machinery. The use of drones for pressure washing helps maintain clean, well-kept exteriors of facilities while reducing water usage and labor costs.</p> <p>8. Robotic Floor Maintenance Equipment Skookum employs robotic floor equipment and automated cleaning equipment to efficiently maintain large facility spaces. These robotic units are designed to handle routine floor maintenance and cleaning tasks, reducing the need for manual labor and enhancing consistency in cleaning performance. The equipment is self-operating, requiring minimal human intervention, and provides data on maintenance schedules and cleaning performance for greater efficiency.</p> <p>9. Automated Equipment for Preventative Maintenance Skookum integrates automated equipment for preventative maintenance tasks, such as air quality monitoring, and routine inspections of building systems. This automation streamlines operations, minimizes downtime, and ensures regular maintenance cycles, improving the longevity and reliability of facility assets.</p> <p>10. Predictive Maintenance & Data Analytics All data collected through these IoT sensors and automated systems is processed by our cloud-based, AI-driven, analytics platform, which generates predictive insights and identifies trends. This enables us to make data-driven decisions on when maintenance is necessary, preventing costly repairs and extending the life of assets.</p> <p>11. Automated Reporting & Dashboards Our system provides automated reporting and user-friendly dashboards, allowing facility managers to access real-time data on system health, energy consumption, and overall facility performance. This empowers clients to make informed decisions, optimize resources, and align maintenance schedules with operational goals.</p>	
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43	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	<p>Skookum actively promotes the use of energy-efficient technologies in the facilities we manage. These systems are designed to reduce energy costs and minimize carbon emissions. Our efforts include:</p> <ul style="list-style-type: none"> - High-efficiency HVAC systems - LED lighting - Building automation systems - Smart metering systems <p>Certifying Agencies:</p> <ul style="list-style-type: none"> - U.S. Green Building Council (USGBC) – LEED-certified buildings - Energy Star – Energy-efficient appliances and building systems <p>Skookum integrates energy-efficient and eco-friendly landscaping techniques, including:</p> <ul style="list-style-type: none"> - Battery-powered robotic landscaping equipment, such as RC slope and automatic finish mowers, reduce reliance on fossil fuels. - Water-saving irrigation systems - Native plantings, which require fewer chemicals and reduce water usage <p>Skookum promotes waste diversion across facilities we manage by implementing recycling programs for electronics, paper, metals, and construction waste. We also minimize waste in service operations by using recyclable materials and eco-friendly products in maintenance and repairs.</p> <p>Certifying Agency: Green Business Certification Inc. (GBCI) – Recycling and waste reduction efforts.</p> <p>Skookum integrates water-efficient systems into facility maintenance, including low-flow fixtures, intelligent irrigation systems, and leak detection technologies. Real-time water consumption monitoring helps optimize usage and reduce waste.</p> <p>Certifying Agency: WaterSense – Water-efficient technologies and conservation practices.</p> <p>Skookum prioritizes using eco-friendly, sustainable materials across our operations, including green-certified paints, low-VOC flooring materials, and sustainable sourcing practices. We work closely with suppliers to ensure that materials used in upgrades and replacements are environmentally responsible.</p> <p>Certifying Agency: Forest Stewardship Council (FSC) – Sustainable materials and green construction practices.</p> <p>Skookum actively promotes and maintains green building certifications by ensuring that renovations and construction meet LEED and other environmental standards, reducing the impact of construction and ongoing operations.</p> <p>Certifying Agency: U.S. Green Building Council (USGBC) – LEED certification.</p> <p>Skookum is committed to modernizing HVAC systems by converting outdated systems to eco-friendly refrigerants, eliminating ozone-depleting refrigerants, and reducing harmful emissions while improving energy efficiency. These upgrades support sustainability goals, help clients comply with environmental regulations, and reduce energy consumption.</p> <p>Certifying Agency: Environmental Protection Agency (EPA) – Compliance with Clean Air Act regulations and green refrigerant use.</p> <p>Skookum actively promotes using solar panels for energy generation in the facilities we manage. By integrating solar power systems, we help reduce reliance on traditional energy sources, cutting operational costs and lowering the carbon footprint of the buildings we maintain. These renewable energy solutions are part of our effort to make facilities more sustainable and energy-independent.</p> <p>Certifying Agency: Solar Energy Industries Association (SEIA) – Solar installation and maintenance practices.</p> <p>Skookum is committed to enhancing the sustainability of central utility plants by incorporating bio-fuel systems. Using biofuels instead of traditional fossil fuels reduces greenhouse gas emissions, enhances energy efficiency, and promotes renewable energy sources. This shift toward biofuel is a key component of our overall strategy to reduce environmental impact and improve the long-term sustainability of the facilities we serve.</p> <p>Certifying Agency: U.S. Department of Energy (DOE) – Bio-fuel technology and sustainable energy practices.</p>
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44	<p>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>	<p>Skookum has received several third-party certifications that recognize our commitment to energy efficiency, sustainability, and green practices. These certifications validate our efforts in implementing environmentally responsible solutions and ensuring that the services we provide align with global sustainability standards. Below are the key certifications for the solutions included in our proposal:</p> <ol style="list-style-type: none"> 1. U.S. Green Building Council (USGBC) – LEED Certification Skookum supports LEED (Leadership in Energy and Environmental Design) certified buildings and incorporates LEED principles into our maintenance and operations services. We assist in maintaining the energy efficiency and sustainability of green buildings in our portfolio. We also work on projects that help facilities achieve LEED certification, particularly in the areas of energy use, water conservation, material selection, and indoor environmental quality. 2. Energy Star Certification – Skookum utilizes Energy Star-labeled products and systems to reduce energy consumption in the facilities we manage. We also help facilities maintain or achieve Energy Star certifications, ensuring that equipment and systems meet high standards of energy efficiency and are optimized for low energy use. This aligns with our goal to reduce utility costs and carbon footprints for our clients. 3. Environmental Protection Agency (EPA) – Green Power Partnership Skookum participates in the EPA's Green Power Partnership, which recognizes organizations that have made a commitment to use renewable energy sources, which are incorporated into our services and infrastructure solutions. 4. Forest Stewardship Council (FSC) Certification – Skookum is committed to using sustainable materials in our services. We source products that are certified by the Forest Stewardship Council (FSC), ensuring that materials such as wood, paper, and other related products are harvested from responsibly managed forests. This commitment is integral to our approach to sustainable procurement. 5. WaterSense Certification – Skookum supports the WaterSense program by using water-efficient technologies in the buildings we manage, including low-flow fixtures and smart irrigation systems. We work to reduce water consumption through strategic upgrades and maintenance practices, helping facilities minimize costs and preserve water resources. 6. BREEAM Certification – In addition to LEED, Skookum also works with buildings pursuing BREEAM (Building Research Establishment Environmental Assessment Method) certification. BREEAM is a leading sustainable building certification that focuses on energy use, water efficiency, indoor environmental quality, and material sustainability. 7. Green Seal Certification – Skookum uses Green Seal certified products for cleaning and maintenance services, ensuring that all chemicals and products used in facilities are environmentally friendly and meet rigorous sustainability standards. Green Seal certifications ensure that the products are both effective and have minimal impact on the environment. 8. ISO 14001 Environmental Management System Certification – Skookum adheres to ISO 14001, the international standard for environmental management systems (EMS). This certification reflects our commitment to minimizing our environmental impact and continuous improvement in sustainability practices. The ISO 14001 certification ensures that we follow best practices in managing and reducing environmental risks.
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45	<p>What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?</p>	<p>MISSION-DRIVEN NONPROFIT MODEL As a 501(c)(3) nonprofit organization, Skookum operates with a mission-driven approach that sets us apart from for-profit service providers. We are committed to delivering high-quality, cost-effective solutions while empowering individuals in the communities where Sourcewell Participating Entities operate. By creating meaningful employment opportunities for veterans and individuals with disabilities, we help strengthen local economies while ensuring that facilities receive exceptional service from a skilled, dedicated workforce.</p> <p>- Unique Benefit: Sourcewell members not only gain access to top-tier facility maintenance services, but they also contribute to economic empowerment within their communities by partnering with an organization that prioritizes local workforce development and social impact.</p> <p>RELIABILITY-CENTERED MAINTENANCE & IOT-DRIVEN SOLUTIONS Skookum leverages reliability-centered maintenance (RCM) as the foundation for our service delivery. By integrating IoT sensors and predictive analytics, we offer data-driven insights that help Sourcewell Participating Entities proactively manage their assets. Our ability to use real-time data to monitor equipment health, track energy consumption, and prevent costly failures sets us apart from traditional FM providers. This technology reduces unexpected costly emergencies, extends asset life, and ultimately saves money.</p> <p>- Unique Benefit: Sourcewell entities gain access to cutting-edge technology for predictive maintenance, offering long-term savings and operational efficiency.</p> <p>COMPREHENSIVE & SCALABLE SERVICE OFFERING Skookum provides a wide range of services, from custodial, facility maintenance and operations management to specialized services like HVAC systems, energy management, vertical transportation equipment maintenance and pest control. Our ability to offer end-to-end solutions means Sourcewell Participating Entities can rely on a single provider for all their facility needs, streamlining procurement processes and simplifying vendor management.</p> <p>- Unique Benefit: Sourcewell clients benefit from a comprehensive service portfolio with a single point of contact, leading to greater efficiency and cost savings through simplified procurement.</p> <p>INTEGRATION OF UAV TECHNOLOGY FOR INSPECTIONS Skookum utilizes Unmanned Aerial Vehicles (UAVs) for aerial inspections of critical infrastructure, including roofing systems, power distribution lines, and security fencing. This technology enables us to conduct detailed, high-resolution inspections safely and efficiently, minimizing downtime and operational disruption. Our advanced AI platforms further analyze imagery to identify potential faults before they lead to failures, ensuring proactive maintenance.</p> <p>- Unique Benefit: Sourcewell Participating Entities gain access to the latest UAV technology that enhances safety, reduces costs, and delivers proactive solutions that extend the life of their assets.</p> <p>GREEN INITIATIVES AND SUSTAINABILITY SOLUTIONS Skookum integrates eco-friendly practices into all our services, from energy-efficient systems and sustainable materials to the use of robotic landscaping equipment and green building certifications. We also specialize in converting outdated HVAC systems to eco-friendly refrigerants and promoting the use of solar energy and integrating bio-fuel systems in central utilities operations.</p> <p>- Unique Benefit: Sourcewell Participating Entities benefit from our commitment to sustainability, reducing both their environmental footprint and operational costs while achieving long-term energy savings.</p> <p>NATIONWIDE FOOTPRINT WITH LOCAL EXPERTISE Skookum operates across the U.S., from Washington state to Kansas to Washington, D.C., providing consistent, high-quality service nationwide. We also leverage a broad network of service provider specialists and strategic partners to ensure that local expertise is available wherever our services are needed. Our presence in key markets, including military installations, government buildings and educational facilities, makes us an ideal trusted partner for Sourcewell Participating Entities across various regions.</p> <p>- Unique Benefit: Sourcewell Participating Entities can rely on Skookum's national reach and local expertise, ensuring high-quality service delivery across multiple regions.</p>
46	<p>What processes and technologies do you employ to monitor and manage access control, surveillance, and incident response in public agency facilities, and how do you adapt these measures to meet evolving security threats?</p>	<p>As a long-time Department of Defense (DoD) contractor, Skookum is well-versed in adapting and integrating comprehensive security systems designed to meet the highest standards for access control, surveillance, and incident response in public agency facilities. Our robust approach combines cutting-edge technologies, best practices, and escalating protocols to address evolving security threats, ensuring the safety and integrity of our clients' facilities.</p> <p>ACCESS CONTROL MANAGEMENT Skookum maintains advanced access control systems that regulate and monitor facility entry, ensuring only authorized individuals access restricted areas. These systems are designed to</p>

		<p>enhance security while providing seamless and efficient management of personnel movement.</p> <p>We implement biometric access solutions for high-security environments such as sensitive compartmented information facilities (SCIF), including fingerprint recognition, iris scanning, and facial recognition. These technologies ensure that only individuals with proper clearance can gain entry. For areas requiring moderate security, we deploy card-based and keyless entry systems utilizing smart cards, RFID, and smartphone-based credentials, allowing for secure and convenient access management.</p> <p>Our cloud-based platforms enable real-time monitoring and tracking of all entries and exits, with detailed logs available for security audits and compliance reviews. Additionally, our systems are scalable and adaptable, allowing for the integration of multi-factor authentication and additional security protocols as threats evolve. This flexibility ensures our clients remain ahead of emerging security challenges while maintaining robust access control measures.</p> <p>SURVEILLANCE SYSTEMS</p> <p>Skookum deploys advanced surveillance technologies to monitor high-risk areas within and around facilities, ensuring comprehensive security coverage. These technologies are fully integrated into a centralized security system, allowing for real-time monitoring, recording, and analysis of security footage.</p> <p>Our surveillance systems feature high-definition cameras and IP-based solutions, including pan-tilt-zoom (PTZ), thermal imaging, and infrared cameras. These technologies provide 24/7 monitoring, ensuring visibility regardless of lighting conditions or environmental factors. Additionally, artificial intelligence and machine learning enhance video analytics, enabling real-time anomaly detection. The system can identify unauthorized access, suspicious behavior, or abandoned objects and immediately alert security personnel for rapid response.</p> <p>Our surveillance systems are tightly integrated with access control solutions to create a holistic security approach. The system automatically retrieves the corresponding video footage for immediate review if an access violation occurs. As security threats evolve, we continuously upgrade our technology, incorporating the latest advancements in AI-powered analytics to detect emerging risks, such as social engineering attacks, and adjust surveillance protocols accordingly.</p> <p>INCIDENT RESPONSE PROTOCOLS</p> <p>Skookum implements a multi-tiered incident response system to swiftly and effectively address security breaches and emergencies. Our system follows escalating protocols to ensure that threats are managed appropriately based on severity and urgency.</p> <p>As a DoD contractor, Skookum has extensive experience deploying and maintaining comprehensive intrusion detection systems (IDS). These systems continuously monitor motion detectors, sensors, and alarm systems. An immediate alert is triggered when a breach is detected, and the response escalates accordingly.</p> <p>Our response protocols follow a structured, tiered approach:</p> <ul style="list-style-type: none"> - Tier 1: Immediate notification to security personnel or facility managers for an initial assessment. - Tier 2: Activating on-site security teams and coordinating with local law enforcement if necessary. - Tier 3: In the case of a critical or ongoing threat, escalation to the highest level involves emergency response teams, local law enforcement, and incident command if needed. <p>To enhance preparedness, Skookum works closely with clients to develop customized emergency response plans that align with their facility security protocols. These plans clearly define security staff roles, establish communication procedures, and ensure effective coordination with external agencies, strengthening security and emergency readiness.</p> <p>PROACTIVE THREAT DETECTION AND MITIGATION</p> <p>Skookum leverages AI-powered predictive analytics to enhance security by identifying emerging threats through pattern analysis in security data. Our managed systems continuously update threat models, allowing us to avoid new vulnerabilities. By adapting incident response strategies and preventative measures in real-time, we ensure a proactive approach to security.</p> <p>We integrate access control, surveillance (CCTV), and incident response systems into a unified security solution—an integrated system that combines multiple security components into a single, centralized platform. This approach enables a coordinated response across all facility areas, reducing response times and enhancing overall security effectiveness. We provide comprehensive protection and improve situational awareness by synchronizing these critical security functions.</p>
47	Demonstrate how you ensure the security of public agency facilities, including compliance with	<p>Skookum is deeply committed to ensuring the security of public agency facilities by implementing rigorous security protocols, ensuring compliance with government regulations, and safeguarding sensitive information. As a trusted service provider for federal & military</p>

government regulations, and safeguarding sensitive information

agencies, we prioritize security at every level of our operations.

COMPLIANCE WITH GOVERNMENT REGULATIONS

Skookum ensures strict compliance with government regulations governing facility security and sensitive data protection. We are well-versed in federal and international standards, implementing best practices to secure information systems and maintain regulatory adherence. Our compliance framework includes:

- Federal Information Security Modernization Act (FISMA): We implement cybersecurity best practices to protect federal information systems and ensure compliance with federal security requirements.
- Health Insurance Portability and Accountability Act (HIPAA): When working with healthcare facilities or handling health-related data, we adhere to HIPAA regulations to safeguard patient privacy and confidentiality.
- Federal Acquisition Regulation (FAR) & Defense Federal Acquisition Regulation Supplement (DFARS): As a DoD contractor, we comply with FAR and DFARS standards to safeguard controlled unclassified information (CUI) and protect sensitive federal data.
- General Data Protection Regulation (GDPR): For clients subject to international regulations, we ensure compliance with GDPR standards, maintaining strict controls over personal data privacy globally.

SAFEGUARDING SENSITIVE INFORMATION

Skookum employs comprehensive measures to protect sensitive information, both physical and digital, from unauthorized access or breaches. Our security framework ensures data integrity, confidentiality, and compliance with industry best practices.

Key protections include:

- Data Encryption: We implement end-to-end encryption to secure data in transit and at rest, protecting communications, transactions, and file exchanges with clients and subcontractors.
- Secure Access Protocols: Multi-factor authentication (MFA) and role-based access control (RBAC) ensure that only authorized personnel can access sensitive data, with access levels adjusted based on role and need-to-know criteria.
- Secure Storage Systems: Sensitive data is stored in secure databases monitored for compliance with industry standards. Firewalls, intrusion detection systems, and secure cloud storage solutions protect these systems.
- Employee Training & Awareness: We invest in cybersecurity training for all employees, covering data handling procedures, password security, and social engineering attack prevention.

INTRUSION DETECTION AND PREVENTION

Skookum integrates advanced intrusion detection and prevention systems (IDPS) to monitor and secure both physical and digital assets. These systems provide:

- Real-time Threat Detection: Our surveillance and monitoring systems use advanced AI analytics to detect unauthorized access attempts or suspicious activities in and around facilities.

- Incident Response: In the event of a breach, our multi-tiered response protocols are activated, and our security teams are trained to take immediate action, including contacting law enforcement or emergency responders if necessary.

PHYSICAL SECURITY MEASURES

Skookum also integrates physical security measures to safeguard public agency facilities. This includes:

- Access Control Systems: We implement biometric scanners, smartcard readers, and keyless entry systems for controlled access to restricted areas. These systems are integrated with our surveillance and incident response systems to ensure that unauthorized personnel are quickly detected.
- Continuous Surveillance: We deploy high-definition surveillance cameras (CCTV) equipped with real-time video analytics to monitor sensitive areas such as entrances, critical infrastructure, and high-value assets.
- Employee and Visitor Protocols: We implement strict credentialing and security screening protocols for all employees and visitors entering the facility, ensuring that all individuals on site are verified and authorized.

ONGOING RISK ASSESSMENT AND SECURITY AUDITS

Skookum conducts regular security audits and risk assessments to evaluate the effectiveness of our security measures and to identify any vulnerabilities. This process includes:

		<p>- Security Penetration Testing: We engage in pen testing and ethical hacking exercises to identify potential weaknesses in our digital infrastructure and physical security systems.</p> <p>- Compliance Audits: Skookum works with external auditors to ensure that our security measures and data handling practices align with industry standards and legal requirements.</p> <p>ADAPTATION TO EVOLVING SECURITY THREATS Skookum's security measures are designed to be adaptive to new and evolving threats. We utilize the following approaches:</p> <p>Our security infrastructure is continuously updated with the latest patches, software updates, and threat intelligence to ensure we stay ahead of emerging risks.</p> <p>We incorporate AI-powered systems to analyze patterns of activity and identify potential security threats in real time, allowing us to adapt and respond proactively before a breach occurs.</p>
48	Describe your staffing recruitment, selection, and retention capabilities for participating entities at various stages of facilities maintenance or management services outsourcing (initial implementation, provider transition, hybrid service model, etc.)	<p>Skookum's approach to staffing recruitment, selection, and retention ensures that we provide highly-skilled, reliable, and dedicated professionals for every stage of the outsourcing process for facilities maintenance and management services. Our staffing model is flexible and adaptable, ensuring that we meet the specific needs of Sourcewell Participating Entities at every stage, whether it's the initial implementation, provider transition, or operating within a hybrid service model.</p> <p>STAFFING RECRUITMENT Skookum employs a comprehensive recruitment strategy that focuses on attracting individuals with the right skill sets, experience, and values to meet the diverse needs of our government, education, and nonprofit clients. Our recruitment process is designed to align with the unique requirements of each phase of the outsourcing process, ensuring we can swiftly staff any new project or transition.</p> <p>Skookum works closely with participating entities to define the specific skill sets, qualifications, and experience needed for each role, tailoring our recruitment efforts to meet those needs.</p> <p>We actively recruit through various channels, including local job boards, professional networks, and partnerships with veteran organizations, disability advocacy groups, and other community organizations, ensuring we tap into a diverse talent pool. As a 501(c)(3) nonprofit, we are particularly committed to creating meaningful job opportunities for veterans, individuals with disabilities, and other underserved communities.</p> <p>We maintain skilled labor pools for core FM trades (e.g., HVAC technicians, plumbers, electricians, mechanical engineers), ensuring we can quickly mobilize teams for service implementation or staffing transitions.</p> <p>STAFFING SELECTION Skookum uses a thorough and rigorous selection process to ensure that we hire individuals who meet our high standards for technical competence, customer service, and cultural fit.</p> <p>We conduct skills testing, practical assessments, and in-depth interviews to ensure candidates possess the technical abilities required for each role.</p> <p>All candidates undergo background checks, including criminal background screening and verification of professional licenses and certifications. Skookum ensures that all FM-related roles (such as master electricians, plumbers, and mechanical system experts) hold the necessary state or national certifications for their respective fields.</p> <p>Our selection process strongly emphasizes aligning candidates' values and work ethic with our mission-driven culture. We ensure that the individuals we hire can seamlessly integrate into client environments, particularly in public sector and nonprofit settings, where customer service, accountability, and team collaboration are critical.</p> <p>STAFFING RETENTION Skookum's retention strategy focuses on retaining top talent by offering a supportive work environment, growth opportunities, and competitive benefits. We are committed to fostering long-term relationships with our employees to deliver consistent, high-quality service throughout the life of a contract.</p> <p>We offer continuous training and certification programs to ensure our staff stays current with industry trends, emerging technologies, and regulatory changes. This includes access to reliability-centered maintenance programs, sustainability training, and leadership development for those who wish to advance within Skookum.</p> <p>Skookum provides clear career progression paths, allowing employees to grow within the organization. We actively promote from within, and many of our senior leaders and project managers have risen through the ranks.</p>

		<p>We communicate strongly with our teams through regular check-ins, employee surveys, and performance reviews. Skookum fosters an environment of open dialogue where employees feel valued and supported.</p> <p>We offer competitive wages and a robust benefits package, including healthcare, retirement plans, tuition assistance and paid time off. In addition, we provide performance-based incentives and bonuses to encourage excellence and reward achievements.</p> <p>ADAPTABILITY FOR DIFFERENT PHASES OF SERVICE OUTSOURCING Our staffing strategy adapts to all stages of the facilities maintenance outsourcing process, ensuring efficient service delivery.</p> <p>Skookum rapidly deploys skilled workers during implementation for site assessments, asset data capture, and infrastructure evaluation. Staffing scales based on assessment results and project needs to fill critical roles quickly.</p> <p>We manage provider transitions with minimal service disruption, coordinating with outgoing providers for knowledge transfer and continuity. Skookum's recruitment team swiftly fills gaps and retrains staff as needed.</p> <p>For hybrid models, we adjust staffing to support in-house teams, integrating contracted services smoothly to maintain uninterrupted operations.</p> <p>SCALABILITY FOR ONGOING NEEDS Skookum's staffing model is highly scalable, allowing us to quickly increase or decrease staffing levels based on the evolving needs of our Sourcewell Participating Entities. Whether we're adding new services, expanding coverage to new facilities, or scaling back during lower-demand periods, we can adjust our staffing to meet client requirements.</p>
49	Demonstrate your process for development of participating entity statements of work, service levels, quality control plans, and performance standards (as applicable).	<p>At Skookum, we provide precise and tailored service solutions that ensure top performance, quality, and efficiency for our clients and Sourcewell Participating Entities. Our process for creating Statements of Work, Service Levels, Quality Control Plans, and Performance Standards is designed to meet the specific needs of each entity.</p> <p>DEVELOPMENT OF STATEMENTS OF WORK (SOW) Skookum collaborates with each Participating Entity to develop a Statement of Work (SOW) that defines service objectives, scope, and expected outcomes. The process begins with a consultation to assess facility types, maintenance needs, sustainability goals, and budget constraints. Based on this assessment, Skookum develops a customized service plan that details specific services, including preventative maintenance, emergency repairs, and energy management. The SOW outlines performance objectives, safety and efficiency targets, and service timelines, including key milestones. A draft is shared with the client for review and refinement before final approval to ensure alignment with their expectations.</p> <p>SERVICE LEVELS (SLAs) Skookum establishes Service Level Agreements (SLAs) to define performance expectations and ensure service quality. These agreements set measurable targets for response times, completion rates, and customer satisfaction.</p> <p>SLAs are customized based on the needs of each Participating Entity, outlining expectations for critical areas such as urgent response times, routine service completion, and quality benchmarks. Performance is tracked using real-time monitoring systems, with monthly or quarterly reports to demonstrate compliance and progress.</p> <p>QUALITY CONTROL PLANS Skookum's Quality Control (QC) Plan ensures consistent service delivery by establishing clear procedures, conducting inspections, and integrating client feedback. Standard operating procedures (SOPs) define best practices to maintain service consistency. Inspections are conducted at multiple stages, including pre-service assessments, in-process checks, and post-service evaluations, to confirm adherence to quality standards. Client feedback is actively collected through surveys and performance reviews, allowing for immediate corrective actions when necessary. Continuous training keeps staff updated on industry regulations, safety protocols, and new technologies.</p> <p>PERFORMANCE STANDARDS AND MONITORING Performance standards are set to measure service efficiency, safety, and client satisfaction. Metrics include energy efficiency improvements, maintenance response times, and customer feedback scores. Real-time tracking tools monitor service delivery, allowing for proactive issue resolution. Regular audits assess performance against established benchmarks, covering efficiency, client satisfaction, and contract compliance. Audit results are shared with clients to maintain transparency and accountability.</p> <p>CONTINUOUS IMPROVEMENT Skookum regularly evaluates performance data to identify areas for improvement. Insights from service reports, client feedback, and audits inform corrective actions and process refinements. Service models are adjusted to address evolving client requirements and industry developments.</p>

50	Demonstrate any procedures related to supplier-provided equipment, products, and supplies, and the ability to meet participating entity requirements (cost, inventory, sustainability, etc.).	<p>Skookum employs rigorous procedures to ensure that all supplier-provided equipment, products, and supplies meet the specific requirements of clients. We focus on cost-effectiveness, inventory management, and sustainability while maintaining the highest quality standards. Our processes are designed to streamline procurement, ensure compliance with client specifications, and support environmental goals. Additionally, we are committed to meeting and exceeding small business and disadvantaged business goals, ensuring diversity and inclusivity within our supply chain.</p> <p>SUPPLIER SELECTION & MANAGEMENT We work with vetted suppliers who meet our strict standards for:</p> <ul style="list-style-type: none"> - Cost-effectiveness – Negotiating bulk pricing to maximize savings. - Sustainability – Prioritizing eco-friendly and LEED-compliant products. - Quality – Ensuring reliability and durability through stringent controls. <p>PROCUREMENT & INVENTORY MANAGEMENT</p> <ul style="list-style-type: none"> - Needs Assessment – Collaborating with clients to align purchases with budget and environmental goals. - Just-in-Time Inventory – Minimizing waste and storage costs through real-time tracking. - Critical Spare Components – Stocking key equipment parts to reduce downtime. <p>COST TRANSPARENCY & VALUE ENGINEERING</p> <ul style="list-style-type: none"> - Strategic Sourcing – Leveraging supplier partnerships for competitive pricing. - Transparent Pricing – Providing detailed cost breakdowns for informed decision-making. - Alternative Solutions – Recommending cost-effective or sustainable product substitutions. <p>SUSTAINABILITY & ENVIRONMENTAL RESPONSIBILITY</p> <ul style="list-style-type: none"> - Eco-Friendly Products – Offering energy-efficient and water-saving solutions. - Waste Reduction – Partnering with suppliers who implement recycling programs. <p>PERFORMANCE MONITORING & CONTINUOUS IMPROVEMENT</p> <ul style="list-style-type: none"> - Supplier Audits – Conduct regular quality and compliance checks. - Client Feedback – Adapting procurement strategies based on evolving needs. <p>SMALL BUSINESS AND DISADVANTAGED BUSINESS GOALS Skookum is committed to meeting and exceeding the small business and disadvantaged business goals set forth by Sourcewell Participating Entities. We actively engage with small businesses, minority-owned businesses, and other disadvantaged business enterprises (DBEs) to incorporate them into our supply chain. This commitment aligns with our core values of economic inclusion and support for underserved communities, and we ensure that small businesses and DBEs receive opportunities to contribute to our projects.</p>
51	Demonstrate how you ensure the qualifications, training, and certifications of your staff meet the requirements for maintaining public agency facilities and how you plan to maintain these items.	<p>At Skookum, we prioritize ensuring that our staff qualifications, training, and certifications meet and exceed the requirements necessary for maintaining public agency facilities. Our commitment ensures that we consistently deliver high-quality services and adhere to industry safety, compliance, and performance standards. Our approach includes a structured process for staff recruitment, training, certification management, and a clear plan for ongoing development and certification renewal.</p> <p>STAFF QUALIFICATIONS AND RECRUITMENT Skookum follows a rigorous recruitment process to ensure that we hire personnel with the necessary qualifications to perform work in public agency facilities, specifically in compliance with local, state, and federal regulations. Our recruitment process ensures that we only hire individuals who meet the technical requirements for their role, whether it's in HVAC systems, electrical systems, plumbing, or general maintenance.</p> <p>All staff undergo a comprehensive assessment to ensure they possess the required technical skills for the specific trades involved in facility maintenance, including apprenticeships, certifications, and professional qualifications.</p> <p>Skookum ensures that all staff members hold any state or local trades licenses necessary for their respective roles. This includes Master or Journey Electrician, Master or Journey Plumber, Master or Journey HVAC certifications, and any other relevant trade certifications that may be required by local municipalities or state regulations.</p> <p>Skookum ensures that all staff members undergo background checks, including verification of criminal history, driving records, and drug screening, to ensure they meet the security requirements often required by public agencies.</p> <p>TRAINING AND DEVELOPMENT PROGRAMS Skookum offers expansive training programs to ensure our staff maintains the necessary skills and knowledge to operate in public agency facilities, particularly those that require specialized knowledge in safety protocols, building systems, and compliance regulations.</p> <p>New hires undergo a comprehensive onboarding process that includes company policies, safety training, and site-specific orientation to familiarize them with the facility, equipment, and protocols they will be working with.</p>

Skookum ensures that employees in specialized roles (e.g., electricians, HVAC technicians, plumbers, controls technicians) receive ongoing training in their respective fields. This may include technical workshops, continuing education, and specialized certification courses. We prioritize ongoing OEM (Original Equipment Manufacturer) training to ensure that our staff is continuously educated on the latest products and systems from the manufacturers we service, ensuring our technicians stay up to date on the most current technologies and best practices for equipment maintenance and system operation.

All staff members receive regular safety training that exceeds OSHA (Occupational Safety and Health Administration) standards, ensuring compliance with federal, state, and local regulations. Additionally, we ensure training on emergency protocols, fire safety, confined space, hazardous materials handling, and other facility-specific safety measures.

CERTIFICATION MANAGEMENT

Maintaining the necessary certifications is crucial to ensuring our staff meet the compliance standards for maintaining public agency facilities. Skookum has developed a structured process for managing and renewing certifications, ensuring that we meet regulatory requirements and industry best practices.

Skookum ensures that all staff members working in regulated trades possess the required certifications. This includes but is not limited to:

- HVAC Technicians: Journeyman or Master licenses, with Certification under EPA Section 608 (for refrigerants), HVAC Excellence, and NATE (North American Technician Excellence) certifications.
- Electricians: Journeyman or Master Electrician licenses, along with ongoing continuing education to maintain certification.
- Plumbers: Journeyman or Master Plumber licenses, with regular recertification through state and local regulatory bodies.
- Mechanical & Safety Certifications: NICET (National Institute for Certification in Engineering Technologies) for fire protection and building systems, as well as certifications for building automation systems and energy management systems.

Skookum uses a certification management app integrated into our human resources information system (HRIS) to track when certifications are due for renewal. This ensures that we maintain full compliance with industry standards and government regulations. Staff members are notified well in advance of expiration dates and are scheduled for retraining or exams as needed to ensure continuous compliance.

ONGOING PROFESSIONAL DEVELOPMENT

Skookum is committed to the professional growth of our staff, which ensures that we continue to deliver high-performance services across a wide range of public facilities. This includes:

We provide opportunities for staff to earn advanced certifications in areas like asset management, reliability leadership, energy management, sustainability, and building automation systems to stay current with evolving industry standards.

We invest in leadership training for those who aspire to take on management roles. This helps ensure that our team is not only technically proficient but also has the leadership skills needed to manage complex facility operations.

ADAPTABILITY TO EVOLVING NEEDS

As client needs evolve, Skookum ensures that our staff continues to develop the skills and qualifications necessary to meet new challenges. Whether it's adapting to emerging technologies in building systems or keeping up with new regulations in sustainability, we provide the resources and training to help our staff stay ahead of industry trends.

52	<p>Describe your emergency response protocols and processes for handling urgent or unexpected maintenance issues. What is your typical response time, and how do you ensure minimal disruption to operations.</p>	<p>We understand that public agency facilities often operate in mission-critical environments, where unplanned downtime can have severe consequences. As a result, we've developed emergency response protocols to ensure that urgent maintenance issues are handled quickly and effectively, minimizing any potential disruptions. Our response process is designed to be flexible and adaptable, allowing us to address the full spectrum of emergency scenarios, from routine maintenance failures to complex facility crises.</p> <p>IMMEDIATE RESPONSE AND MOBILIZATION When an emergency maintenance request is received, Skookum's Work Control Center takes immediate action to ensure the issue is addressed without delay:</p> <p>Upon receipt of the call, our Work Control Center dispatches the appropriate technician or team within 10 minutes, ensuring a rapid response.</p> <p>For critical situations such as HVAC system failures, plumbing issues, or electrical outages, Skookum ensures that the team will arrive at the site within two hours of the initial request.</p> <p>We ensure the right technicians or service providers are mobilized based on the severity and specificity of the issue, utilizing both in-house expertise and local resources for maximum efficiency.</p> <p>PROACTIVE AND FLEXIBLE PROBLEM-SOLVING Skookum's approach to handling emergency situations goes beyond just reacting—we work to ensure minimal disruption to facility operations by providing quick, effective solutions:</p> <p>We use advanced diagnostic tools such as vibration monitoring, and infrared thermography to pinpoint the root cause of the issue. This enables us to implement accurate repairs quickly and efficiently.</p> <p>In cases where immediate repairs cannot be completed, we implement temporary fixes (e.g., portable cooling units or back-up generators) to keep operations running until the permanent solution is implemented.</p> <p>For critical systems, we coordinate with clients to schedule repairs during low-traffic hours or off-peak times, ensuring minimal disruption to day-to-day activities.</p> <p>MINIMIZING DISRUPTION IN MISSION-CRITICAL ENVIRONMENTS The facilities we manage often operate in environments where failures can lead to catastrophic consequences. We ensure minimal downtime and maintain a high level of operational continuity in mission-critical spaces:</p> <p>Skookum ensures backup systems are operational for all critical infrastructure. For instance, redundant HVAC systems, emergency power systems, and backup water supply are maintained and fully functional, allowing us to provide continuity of service while addressing system failures.</p> <p>Throughout the repair process, Skookum ensures that the client is continuously updated on the status of repairs, expected timelines for resolution, and any potential impact on operations. This transparent communication ensures clients are always in the loop and can adjust operations as needed.</p> <p>PREVENTATIVE MAINTENANCE AND LONG-TERM SOLUTIONS We prioritize fast emergency responses while integrating preventative maintenance to reduce emergencies and ensure long-term reliability. Real-time monitoring and predictive analytics help identify issues before they escalate. For example, vibration sensors in motors, thermal imaging of electrical systems, and water consumption monitoring detect minor problems before they become major failures. Skookum also regularly inspects critical systems, such as power distribution lines, HVAC units, and plumbing, to address wear or malfunctions early, preventing service disruptions and maintaining efficiency.</p> <p>CONTINUOUS IMPROVEMENT AND LEARNING Skookum's emergency response protocols evolve based on lessons from past incidents and client feedback. After each emergency, we conduct thorough reviews to assess our response and identify areas for improvement, refining our procedures for better performance. Our staff undergoes regular training to stay current with new technologies, emergency protocols, and industry best practices, ensuring they are always prepared to respond effectively. Our protocols prioritize quick dispatch, clear communication, and continuous improvement. Combining predictive maintenance, preventative strategies, and emergency preparedness reduces the likelihood of emergencies and ensures long-term service reliability.</p>
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Table 5B: Value-Added Attributes

Line Item	Question	Certification	Offered	Comment	
53	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 checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
54		Minority Business Enterprise (MBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
55		Women Business Enterprise (WBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
56		Disabled-Owned Business Enterprise (DOBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
57		Veteran-Owned Business Enterprise (VBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
58		Service-Disabled Veteran-Owned Business (SDVOB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
59		Small Business Enterprise (SBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
60		Small Disadvantaged Business (SDB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*
61		Women-Owned Small Business (WOSB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Partner Certificate Uploaded	*

Table 6A: Pricing (400 Points, applies to Table 6A and 6B)

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *
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62	Describe your payment terms and accepted payment methods.	<p>We prioritize transparency and convenience in our payment process to ensure that Sourcewell Participating Entities can easily access our services without unnecessary financial hurdles. We offer flexible payment terms and a variety of payment methods to accommodate the needs of each client, while maintaining clear and timely financial transactions.</p> <p>PAYMENT TERMS Our payment terms are structured to provide flexibility for Sourcewell Participating Entities, while ensuring that payments are processed smoothly.</p> <p>Our standard terms are Net 30, but also offer alternative terms to meet Participating Entities policies.</p> <p>For large-scale or long-term projects, we implement progress billing, where payments are made based on achieving key milestones. This allows clients to pay incrementally as work is completed, making the process more manageable and predictable.</p> <p>We understand that each organization has unique financial needs. Skookum is happy to discuss custom payment plans, including installments or deferred payments for specific contracts or larger service engagements.</p> <p>ACCEPTED PAYMENT METHODS To ensure convenience for our clients, we accept a wide variety of payment methods:</p> <ul style="list-style-type: none"> - Checks - Wire Transfers - ACH (Automated Clearing House) - Credit and Debit Cards - Online Payment Portal <p>FLEXIBLE PAYMENT OPTIONS To accommodate different financial needs, Skookum offers tailored payment solutions for our clients.</p> <p>We understand that each public entity has unique budgeting cycles and financial constraints. We are open to discussing customized payment schedules and terms, whether clients need extended payment periods or prefer to break payments into smaller, manageable amounts.</p> <p>Skookum assigns dedicated account managers to clients, ensuring personalized attention for billing inquiries, special requests, and ongoing communication regarding financial matters.</p> <p>REPORTING AND DOCUMENTATION We ensure full financial transparency with our clients by providing detailed invoice breakdowns, payment history reports, and project cost summaries. These documents are provided promptly upon request, allowing our clients to maintain accurate budgeting and compliance records.</p>	*
63	Describe any leasing or financing options available for use by educational or governmental entities.	<p>Skookum does not offer any leasing or financing options for use by educational or governmental entities.</p> <p>However, we are always open to discussing potential solutions and exploring financing options that may become available in the future to support our clients' specific needs.</p>	*
64	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.	<p>Skookum uses various standard transaction documents to ensure clear communication, mutual understanding, and efficient processing in connection with an awarded agreement. These documents are designed to align with industry standards while being adaptable to the specific needs of each Participating Entity. Below are the key types of documents we propose to use, along with an outline of their purposes:</p> <p>ORDER FORMS Order forms are used to specify the scope of work, service details, and pricing for a given service or project. These forms are customized based on the specific needs of the Participating Entity and can be updated as needed for future services or projects.</p> <p>Key Elements:</p>	

		<p>We can provide the attached template versions of these transaction documents to Participating Entities upon request. These templates are customizable to suit the specific needs, and requirements of each agreement and will be aligned with Sourcewell's MSA with Skookum.</p> <p>Skookum's transaction documents are designed to ensure that our relationships with Participating Entities are clear, legally compliant, and mutually beneficial. From Order Forms and Terms and Conditions to Service Level Agreements and Master Services Agreements, we aim to ensure both parties are aligned on expectations, responsibilities, and service delivery standards. These documents are flexible and can be adapted to meet the evolving needs of our clients, ensuring transparency and accountability throughout our engagement.</p>	
65	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	<p>Yes, Skookum accepts the P-card procurement and payment process. We can process payments made through P-cards and ensure a smooth and efficient transaction for Sourcewell Participating Entities.</p> <p>There are no additional fees for using the P-card payment method. Skookum does not charge any extra costs for this payment process. Our goal is to provide flexible payment options while maintaining transparent and efficient financial processes for our clients.</p>	*

66	<p>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.</p>	<p>Skookum operates a blended model that balances social impact with business efficiency. As a 501(c)(3) nonprofit social enterprise, we focus on cost efficiency rather than profit maximization, keeping our labor rates highly competitive with minimal markup. Rather than relying on philanthropy or grants like traditional nonprofits or prioritizing shareholder wealth like for-profit companies, we reinvest in our mission-driven workforce and long-term financial sustainability. This approach ensures fair, market-aligned pricing while delivering high-quality services to Sourcewell Participating Entities.</p> <p>We employ a comprehensive pricing model that aligns with industry standards to ensure fair, competitive, and transparent pricing for the services we provide. Our pricing structure is designed to provide value to Sourcewell Participating Entities while maintaining cost-effectiveness across all service areas.</p> <p>Our labor rates are based on applicable wage determinations and labor categories for each service type, ensuring compliance with federal and local regulations while remaining competitive with local market conditions. To establish fair and transparent pricing, Skookum utilizes government data from US Bureau of Labor Statistics (BLS) for the United States and Statistics Canada, data to determine high and low pricing ranges. The highest rates are derived from wage data in the San Francisco metropolitan area, recognized as one of the highest-cost regions in the country, while the lowest rates are based on wage data from the state of Mississippi, identified as one of the lowest-cost regions. The pricing workbook reflects this methodology, providing labor categories with high and low hourly rates corresponding to these geographic benchmarks. This approach allows participating entities to anticipate cost variations based on location while ensuring rates remain grounded in objective labor market data.</p> <p>We apply the relevant State or Federal Department of Labor (DOL) Wage Determination rates based on the geographic area where services are provided. This ensures compliance with prevailing wage laws and fair compensation.</p> <p>In areas where local Collective Bargaining Agreements (CBAs) are applicable, we incorporate the negotiated wage rates into our pricing model, ensuring that labor costs align with the established terms.</p> <p>In addition to wage determinations and CBAs, we conduct local economic wage analysis models to assess market competitiveness. If prevailing wage rates fall below local market conditions, we adjust wages as necessary to remain competitive, attract top talent, and ensure workforce stability. This is critical to deliver high impact to client sites.</p> <p>We also offer discounted rates, ensuring cost savings for Sourcewell Participating Entities that engage in long-term partnerships. Discounts are applied to labor rates and materials for projects that involve significant scope, multi-site service agreements, or ongoing recurring maintenance programs.</p> <p>Pricing adjustments are determined based on project size, contract duration, service complexity, and recurring frequency, allowing Sourcewell members to benefit from economies of scale.</p> <p>This approach ensures that Sourcewell Participating Entities receive cost-effective facility maintenance solutions, making larger projects and long-term service agreements more financially efficient.</p>	*
67	<p>Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.</p>	<p>The attached pricing represents Skookum's most favorable rates to our top-tier clients.</p> <p>We will offer additional discount percentages ranging from 2.5% to 10%, depending on the total project value, contract length, and expected service volume over time.</p>	*

68	Describe any quantity or volume discounts or rebate programs that you offer.	<p>Skookum offers quantity and volume discounts to help Sourcewell Participating Entities save costs based on project scale. These discounts increase with more extensive commitments, promoting efficiency and long-term partnerships.</p> <p>QUANTITY AND VOLUME DISCOUNTS For projects involving a significant number of service hours or requiring larger teams, we offer discounts on rates as the quantity of hours increases. For example, projects that exceed a certain number of annual hours are eligible for discounts ranging from 2.5% to 10% on rates.</p> <p>For Participating Entities purchasing equipment or materials in larger quantities, Skookum offers bulk purchasing discounts. These are especially useful for projects requiring multiple units of equipment or recurring product orders (e.g., HVAC units, lighting systems, and parts for maintenance). Our automated supply chain is integrated with the Sourcewell collective, allowing us to leverage pre-negotiated pricing and purchasing power, ensuring clients receive the best value on large orders. The more units ordered, the higher the percentage discount applied to the total purchase.</p> <p>For Participating Entities managing multiple facilities or locations, Skookum offers volume-based discounts across all locations. The greater the number of facilities covered under a single agreement, the more significant the discount becomes, as it allows us to consolidate resources and provide services efficiently across a larger footprint.</p> <p>LONG-TERM ENGAGEMENT DISCOUNTS For Sourcewell Participating Entities that engage in multi-year agreements, Skookum offers loyalty-based discounts. These discounts are designed to reward long-term partnerships and encourage continued collaboration over multiple contract terms.</p> <p>Skookum offers early commitment discounts for entities that commit to service contracts well in advance. This is particularly valuable for entities that plan their facility maintenance needs on an annual or multi-year basis, allowing them to lock in discounted rates for early commitments.</p>
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69	<p>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.</p>	<p>Skookum offers a flexible approach for sourcing “open market” items or “non-contracted items”. We understand that sometimes there are specific products or services that may not be included in the standard contracted offerings, and we are prepared to supply them using one of the following methods.</p> <p>AT COST OR AT COST PLUS A PERCENTAGE For non-contracted items or open market products, we offer the option to supply the item at cost or at cost plus a percentage markup. This method ensures transparency and provides fair pricing for products and services outside the established contract terms. We apply the following principles:</p> <ul style="list-style-type: none"> - At Cost: Skookum will source the product directly from suppliers and pass on the cost to the Sourcewell Participating Entity, without adding any markup. This provides the most cost-effective option for items that are not part of the agreed-upon catalog. - At Cost Plus a Percentage: If a markup is necessary to cover administrative or handling costs, we will apply a pre-agreed percentage (typically ranging from 5% to 15% depending on the product or service type). This ensures that the client receives competitive pricing while covering the necessary overhead for the sourcing and procurement process. <p>CUSTOM QUOTES FOR SPECIFIC REQUESTS For specialty products or services that are not part of our standard offerings, we will provide custom quotes based on the specific request. This allows us to deliver tailored solutions for each client, ensuring they receive exactly what they need at competitive market prices.</p> <p>Upon receipt of a request for quote (RFQ) for an open market item or non-contracted service, Skookum will evaluate the specifications and needs, reach out to our supplier network, and generate a detailed quote for the requested items. The quote will outline the cost of the product or service, including any applicable taxes, shipping charges, or installation fees (if applicable).</p> <p>ACCESS TO OUR SUPPLIER NETWORK Skookum maintains strong relationships with trusted suppliers across a wide variety of industries, allowing us to source non-contracted items and specialized products quickly and efficiently. We leverage our bulk purchasing and supplier discounts to pass on the best available prices to Participating Entities, ensuring that they receive the most competitive rates for open market purchases.</p> <p>TRANSPARENT REPORTING AND DOCUMENTATION To maintain transparency and ensure that Sourcewell Participating Entities understand the full cost breakdown for non-contracted items, we will provide detailed invoices or documentation that itemize the costs, supplier charges, and any applicable markup. This ensures that the pricing process remains clear and accountable for both parties.</p>
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70	<p>Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.</p>	<p>Skookum strives to maintain transparent pricing and clearly communicates any additional charges that may be applicable in the acquisition or service delivery process. Below is a breakdown of potential costs not included in the standard pricing provided for Sourcewell Participating Entities.</p> <p>PRE-DELIVERY INSPECTION Some equipment may require a pre-delivery inspection to ensure it meets the required specifications and operational standards before being deployed. This cost is typically charged by the manufacturer or supplier and is not included in the standard pricing. The manufacturer or supplier of the product typically imposes this fee.</p> <p>INSTALLATION, SETUP AND/OR DISPOSAL The installation of equipment or systems may require additional labor and coordination, particularly for complex systems like HVAC, security systems, or building automation. Costs include labor, tools, and specialized installation services and disposal fees. Skookum or the supplier may charge for these services, depending on the installation requirements.</p> <p>MANDATORY TRAINING Certain systems or equipment may require mandatory training for staff to ensure proper operation and compliance with safety protocols. The cost may include trainer fees, training materials, and travel expenses for trainers. Skookum or the equipment manufacturer may charge for the training.</p> <p>INITIAL INSPECTION An initial inspection may be required to verify that equipment and systems meet the contractual specifications and performance standards. Fees for inspections include labor, travel expenses, and any required testing equipment. Skookum typically bears this fee, though in some cases, the supplier may provide it.</p> <p>FREIGHT AND SHIPPING CHARGES Basic shipping and freight charges are not generally included, expedited shipping or special handling may incur additional costs. Charges vary depending on the size, weight, and delivery location of the products. Suppliers or shipping carriers may impose these costs, and they are typically passed on to the client.</p> <p>TAXES AND REGULATORY FEES Taxes, duties, or regulatory fees imposed by local, state, or federal governments are not included in standard pricing. These fees include sales tax, use tax, or environmental fees that may apply to the products or services. These charges are imposed by governmental agencies.</p> <p>SOFTWARE LICENSES FOR EQUIPMENT AND SYSTEMS Certain equipment or systems may require software licenses for operation, particularly building automation systems, HVAC control systems, security software, or specialized management platforms. The cost of software licenses is typically billed separately and may be required for the installation, operation, or upgrades of certain systems. Software vendors or equipment manufacturers typically impose these charges. Skookum will clearly communicate the licensing requirements and associated costs prior to implementation.</p> <p>EXTENDED WARRANTIES OR SERVICE PLANS Extended warranties or service plans for equipment and systems are available to cover maintenance beyond the standard manufacturer's warranty. These costs vary depending on the duration and coverage level of the extended warranty or service plan. Suppliers or third-party service providers offer these plans, and the charges are paid by the client.</p>	*
71	<p>If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.</p>	<p>Freight, shipping, and delivery are essential components of the overall service and product acquisition process. Shipping and freight costs are additional charges that are based on several factors, including the size, weight, and destination of the equipment, materials, or products.</p> <p>FREIGHT AND SHIPPING COSTS Freight and shipping charges are calculated based on the following factors: - Size and Weight of Items</p>	

The larger or heavier the product, the higher the shipping cost may be. This includes heavy machinery, large HVAC units, or bulk materials.

- Shipping Method

The method of shipping (e.g., ground, air freight, expedited, or standard shipping) will determine the cost. Expedited shipping or overseas shipping can result in higher costs, depending on the urgency or the destination.

- Delivery Location

The distance between the shipping point and the destination will impact the cost of delivery. Locations that are more remote, such as rural areas, islands, or hard-to-reach sites, may incur additional delivery charges due to the increased complexity and time needed for transport.

- Third-Party Fees

If third-party carriers or logistics providers are involved in the delivery process, their fees will be passed on as part of the total shipping charge.

DELIVERY PROGRAM PROCESS

Skookum employs a transparent and efficient delivery process to ensure timely and accurate shipments for Sourcewell Participating Entities.

Once an order is confirmed, we provide a freight and shipping estimate based on the products' size, weight, and delivery location. This estimate is shared with the Sourcewell Participating Entity for approval before finalizing the order.

After the product has been shipped, we provide tracking information and an estimated delivery date, allowing clients to monitor their order status in real time.

For standard deliveries, we ensure that items arrive within a reasonable time frame, considering shipping distance and customer preferences. If expedited shipping is required, we offer faster delivery options, clearly outlining the associated costs at the time of purchase.

Depending on the nature of the items, we offer multiple delivery options, including ground shipping, air freight, or white-glove service for sensitive or high-value equipment. By working closely with trusted logistics partners, we select the most efficient delivery method to meet the specific needs of each Sourcewell Participating Entity.

HANDLING AND SPECIAL DELIVERY CONSIDERATIONS

Additional services may be required for more complex or sensitive shipments to ensure safe and efficient delivery. Items that require special handling, such as fragile equipment, hazardous materials, or oversized machinery, may incur additional shipping costs. We take extra care to properly pack, label, and transport these materials with the necessary precautions to ensure their safe arrival.

Skookum can coordinate deliveries to specific on-site locations, including access to loading docks, ground-level delivery, or placement in hard-to-reach areas. We work closely with clients to align the delivery process with site-specific requirements, ensuring smooth unloading and setup.

Upon arrival, Participating Entities should inspect the items immediately to confirm they are in good condition and meet the order specifications. If any damage or discrepancies are found, we will quickly resolve the issue through returns, replacements, or damage claims with the shipping provider.

COST TRANSPARENCY

Skookum is committed to maintaining transparency regarding shipping and freight charges. At the time of order confirmation, we provide a full breakdown of all freight and delivery charges, ensuring that Sourcewell Participating Entities are fully aware of the total costs before committing to a purchase.

There are no hidden shipping, handling, or delivery fees beyond what

		<p>is outlined in the shipping estimate. If any unforeseen charges arise, such as those related to special handling, we will communicate them to the client as soon as possible for approval.</p> <p>RETURNS AND RESTOCKING FEES</p> <p>In some cases, returns may be necessary due to damage during shipping, incorrect orders, or other circumstances. Skookum ensures that the return process is straightforward and efficient.</p> <p>We provide clear return instructions, guiding clients through the necessary steps to facilitate a smooth and timely return. Our team works diligently to process returns quickly to minimize any inconvenience.</p> <p>If applicable, restocking fees will be clearly outlined and agreed upon before processing the order. These fees generally cover the cost of returning and restocking inventory but will be minimized to ensure fairness for Sourcewell Participating Entities.</p>	
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72	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	<p>Skookum understands that shipping to Alaska and Canada presents unique logistical challenges due to factors like distance, climate, and remote locations. We have established tailored freight, shipping, and delivery programs to address these challenges, ensuring timely and cost-effective deliveries. While Skookum is committed to servicing Alaska and Canada, we do not currently anticipate servicing Hawaii or other offshore locations.</p> <p>ALASKA Delivering to Alaska involves specific logistical considerations due to its geography, climate, and remote locations. Skookum addresses these challenges by working with trusted logistics partners specializing in Alaska delivery services, ensuring reliable and efficient transportation.</p> <p>Ground shipping via major carriers like UPS or FedEx is used for standard deliveries, when possible, though remote areas may require air freight or barge transport. Air freight is often necessary for faster or urgent deliveries, especially to Alaska's interior or isolated regions. For larger shipments or bulk deliveries, ocean freight or cargo ships transport materials to Alaska's coastal ports before transferring them to local carriers for final delivery.</p> <p>Freight charges to Alaska are typically higher due to distance and shipping complexity, with remote locations potentially incurring additional fees for special handling. Expedited delivery options are available for urgent requests but will come at an increased cost.</p> <p>Standard delivery typically takes 14 to 28 days, depending on the destination within Alaska and the chosen shipping method. Expedited shipments can reduce delivery time to 7 to 14 days at a higher cost. Skookum ensures that all shipping options are communicated clearly so that Sourcewell Participating Entities can select the best solution for their needs.</p> <p>CANADA Skookum works with trusted Canadian carriers to ensure smooth shipping to Canadian locations. By managing domestic and cross-border logistics, we ensure compliance with import/export regulations and facilitate timely delivery.</p> <p>Canada Post, Purolator, FedEx, or UPS primarily handles ground shipping within Canada. For international shipments, customs clearance is required, and we ensure all necessary documentation is complete to prevent delays at the border. We utilize freight forwarding services for larger or bulk orders to manage deliveries by truck or rail across Canada.</p> <p>Shipping to Canada can be more expensive than domestic U.S. deliveries due to customs clearance fees, duties, and taxes. However, Skookum works to minimize these costs by partnering with reliable logistics providers and efficiently managing the import/export process. To maintain transparency, we provide clients with detailed cost estimates for all cross-border shipments.</p> <p>Delivery timelines vary based on the shipping method and destination. Domestic deliveries within Canada typically take 3 to 7 business days. In comparison, international shipping from the U.S. to Canada generally takes 5 to 10 business days, depending on the mode of transport and customs processing times.</p>	
73	Describe any unique distribution and/or delivery methods or options offered in your proposal.	<p>We are committed to providing efficient, cost-effective, and reliable delivery methods that meet the unique needs of Sourcewell Participating Entities. Our delivery methods are designed to ensure that products and services are delivered on time, in good condition, and within budget, even in challenging or specialized circumstances. Below are some of the unique distribution and delivery options we offer as part of our proposal.</p> <p>TAILORED DELIVERY METHODS FOR REMOTE OR HARD-TO-REACH LOCATIONS Skookum has extensive experience managing deliveries to remote, rural, and hard-to-reach locations, including those in Alaska and Canada. To ensure efficient and reliable service, we offer specialized delivery methods tailored to the unique challenges of these areas.</p> <p>We utilize multi-modal shipping for facilities in remote regions,</p>	

combining air, ground, and sea freight to deliver products efficiently and on time. This approach is particularly beneficial for locations where traditional land-based deliveries are not feasible, such as coastal Canadian areas or isolated communities in Alaska.

In areas where major carriers have limited access, we partner with local logistics providers who specialize in navigating difficult terrains and handling shipments in remote environments. These trusted partners help ensure that products reach their destination without unnecessary delays or handling issues, maintaining Skookum's commitment to reliable and effective delivery solutions.

WHITE-GLOVE DELIVERY SERVICE

For sensitive equipment or high-value products requiring extra care, Skookum offers a white-glove delivery service. This specialized service is ideal for facilities needing expert handling and installation, such as medical centers, data centers, and research institutions.

Our white-glove service ensures that products are handled with the utmost care throughout transport and delivery, minimizing any risk of damage. In addition to careful handling, this service includes professional installation and setup at the client's location. Our team ensures that equipment is positioned correctly, fully operational, and ready for use, providing a turnkey solution that allows clients to focus on their operations without logistical concerns.

JUST-IN-TIME (JIT) DELIVERY

Skookum offers Just-in-Time (JIT) delivery for projects where inventory management and timing are critical. This approach ensures that products arrive exactly when needed, reducing the need for excessive on-site storage and minimizing inventory costs.

JIT delivery enhances efficiency by optimizing space and lowering storage fees, as only the necessary materials are delivered just before they are required for installation or use. This method is particularly beneficial for long-term projects where delivery schedules must be tightly aligned with project milestones, ensuring materials are available precisely when needed without unnecessary delays or surplus inventory.

DROP SHIPPING DIRECTLY TO MULTIPLE LOCATIONS

For organizations managing multiple facilities or remote sites, Skookum offers drop shipping services, delivering products directly to the end-user location without requiring central warehousing. This approach suits clients needing materials shipped to various sites under a single contract.

Drop shipping eliminates the need for central receiving, reducing handling time and minimizing delivery delays by streamlining the process. Skookum customizes each shipment to ensure the right materials arrive at the right location and time, aligning with client schedules and site-specific requirements for maximum efficiency.

EXPEDITED DELIVERY AND EMERGENCY RESPONSE SERVICES

Skookum offers expedited delivery options to accommodate urgent and emergency needs, ensuring fast and reliable service for critical system repairs or immediate equipment replacements. Our priority is to help clients meet tight timelines and maintain uninterrupted operations.

We provide priority handling, expediting order processing, shipping, and delivery for urgent requests to ensure materials arrive as quickly as possible. Additionally, Skookum is available 24/7 for emergency response, ensuring mission-critical systems such as HVAC and security infrastructure receive immediate attention without delay.

PRODUCT BUNDLING AND CONSOLIDATED DELIVERIES

Skookum offers product bundling and consolidated deliveries for large projects or multi-service agreements, helping Sourcewell Participating Entities achieve greater cost efficiency and streamlined logistics. By grouping related products or services into a single delivery, we ensure that all necessary components arrive together, reducing complexity and improving project coordination.

This approach enhances efficiency by lowering shipping costs and ensuring that essential materials, such as HVAC systems, parts,

	<p>tools, and accessories, are delivered simultaneously and ready for installation without unnecessary delays. Additionally, consolidated deliveries minimize the number of individual shipments, simplifying logistics and optimizing the supply chain for large-scale projects.</p> <p>RETURN LOGISTICS AND REVERSE SUPPLY CHAIN MANAGEMENT</p> <p>Skookum provides reverse logistics services to manage returns and replacements efficiently. We coordinate the pickup and return of products for exchange or repair, minimizing disruption.</p> <p>We offer recycling and disposal services for obsolete or end-of-life equipment, ensuring compliance with environmental regulations and waste management standards.</p>
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74	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>ISO 9001 CERTIFICATION FOR QUALITY MANAGEMENT Skookum employs a well-documented ISO 9001 Quality Management System (QMS) certified quality system, also known as the Skookum Operating System (SOS). This commitment includes ensuring that customer, contract, regulatory and legal requirements are understood and appropriately addressed, and that the quality policy is understood and implemented at all levels of the organization. Quality objectives and plans are established as necessary and all functions affecting quality are clearly defined in our quality program. Management will ensure that the necessary resources and personnel are in place to for the assigned project and that a management representative will ensure that all the requirements have been achieved to ensure prompt, efficient and responsive customer support services to Sourcewell Participating Entities.</p> <p>The certification process includes:</p> <p>INTERNAL MONTHLY AUDITS We will conduct internal audits each month to verify that our services and pricing align with contract requirements. These audits will assess:</p> <ul style="list-style-type: none"> - Compliance with pricing structures - Accuracy of invoicing and billing - Performance against service level agreements (SLAs) - Client satisfaction and feedback <p>ANNUAL THIRD-PARTY AUDITS Beyond internal reviews, Skookum will undergo an annual third-party audit to ensure compliance with ISO 9001 standards. These independent assessments will evaluate the following:</p> <ul style="list-style-type: none"> - Service delivery quality - Pricing accuracy and transparency - Contract compliance - Operational efficiency <p>PRICING VERIFICATION PROCESS Ensuring that Sourcewell Participating Entities receive the correct pricing is a key part of our self-audit process.</p> <p>To maintain accuracy and compliance, we conduct regular price reviews to confirm that our quoted rates align with the contract's pricing model and remain competitive with market standards. This process ensures that entities receive fair and consistent pricing for all services and products.</p> <p>Invoices are routinely cross-referenced with our internal audit system to verify billing accuracy, ensuring that clients are only charged according to the contract terms. This process also confirms that discounts and pricing structures are consistently applied.</p> <p>We will seek feedback from Sourcewell Participating Entities regarding pricing satisfaction. Any discrepancies or concerns are addressed promptly through our customer service team, with price adjustments made as needed.</p> <p>CONTINUOUS IMPROVEMENT AND COMPLIANCE MONITORING Our self-audit process ensures compliance with our Sourcewell agreement while driving continuous improvement. When internal or external audits identify issues, we take immediate corrective action to resolve them and prevent recurrence. This approach ensures that Sourcewell Participating Entities consistently receive high-quality service and accurate pricing.</p> <p>To uphold these standards, all contract management, invoicing, and service delivery staff receive regular training on ISO 9001 quality standards, pricing protocols, and contract compliance. This ongoing training reinforces best practices and ensures full adherence to our agreement.</p>
75	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.	If awarded the agreement with Sourcewell, Skookum is committed to achieving high performance and delivering exceptional value to participating entities. We will track various internal metrics to ensure that we meet the agreed-upon service levels, operational goals, and client expectations. These examples represent some but not all key metrics we will use to evaluate and improve service delivery performance, ensuring consistency, efficiency, and contract compliance.

SERVICE DELIVERY PERFORMANCE

We will track response times for service requests, focusing on urgent or emergency maintenance. Key performance indicators (KPIs) include:

- The initial response time for all service requests is measured in hours or minutes.
- Time to resolve critical service issues, such as HVAC failures, water leaks, or electrical problems.
- Service completion time compared to the agreed-upon service levels in the Statement of Work (SOW).

We will monitor the percentage of work orders completed on time and within the specified budget. Additionally, we will track the number of work orders requiring rework to assess efficiency and quality control.

Ground maintenance performance will be measured based on the client's preferred service levels, such as maintaining grass at a designated height (e.g., 3" or 5"). We will also ensure that seasonal landscaping tasks, including mulching and leaf removal, are completed as scheduled.

We will track response times for pretreatment applications for snow and ice operations, ensuring salting begins promptly upon approval. Snow removal will be monitored from the onset of snowfall to the first plowing to achieve complete curb-to-curb clearing within hours after snowfall stops.

CLIENT SATISFACTION AND FEEDBACK

Skookum will use client feedback surveys to measure satisfaction with our services. Key metrics include:

- Client satisfaction ratings on completed work, service responsiveness, and overall performance.
- Net Promoter Score (NPS) to gauge client loyalty and willingness to recommend Skookum's services.
- Issue resolution satisfaction to assess the effectiveness of our customer support in addressing concerns.

We will track client retention and contract renewals as long-term satisfaction and service value indicators. Metrics include:

- Retention rate of existing contracts with Sourcewell Participating Entities.
- Percentage of clients renewing services at the end of each contract period.

FINANCIAL METRICS

Providing cost-effective services is a key priority. We will track and report cost savings delivered to clients, particularly in energy management, preventive maintenance, and labor efficiency. Key metrics include:

- Reduction in operational costs through our reliability-centered maintenance approach.
- Savings are achieved through energy-efficient systems, preventive measures, and service optimizations.

We will monitor budget compliance for each project and service engagement to ensure financial accountability. This includes:

- Variance between estimated and actual costs for services or products.
- Identifying and managing cost overruns to prevent unexpected charges to clients.

COMPLIANCE AND QUALITY CONTROL

Skookum tracks compliance with quality standards outlined in the agreement, ensuring service excellence and adherence to regulations.

Key metrics include:

- Frequency and results of internal audits to verify compliance with ISO 9001 standards.
- Compliance with health, safety, and environmental regulations ensures all work meets applicable standards.

We monitor the implementation of corrective actions to address non-compliance or service failures. Key performance indicators include:

- Percentage of issues resolved without recurrence, ensuring problems are fully addressed.
- Implementation rate of corrective actions identified during audits or

		<p>client feedback.</p> <p>OPERATIONAL EFFICIENCY We will track the productivity of our field staff and the efficiency of our internal teams in delivering services. Key metrics include:</p> <ul style="list-style-type: none"> - Labor utilization rates, monitoring how effectively labor hours are spent on productive tasks versus downtime. - Equipment utilization rates, ensuring machinery and tools are used efficiently to minimize waste and unnecessary costs. <p>Skookum will measure key performance indicators related to workforce scheduling, task allocation, and resource management. Metrics include:</p> <ul style="list-style-type: none"> - Time spent on each service task compared to target completion times. - Improvements in resource allocation and reductions in downtime. <p>ENVIRONMENTAL AND SUSTAINABILITY METRICS Skookum will track energy savings and sustainability improvements as part of our green initiatives. Key metrics include:</p> <ul style="list-style-type: none"> - Reduction in energy consumption through maintenance activities, equipment upgrades, and energy management systems. - Percentage of equipment upgraded to energy-efficient models, such as lighting and HVAC systems. <p>We will measure waste reduction and recycling efforts to support clients' sustainability goals. Metrics include:</p> <ul style="list-style-type: none"> - Amount of recyclable materials collected from site services. - Reduction in waste generated from repairs or upgrades. 	
76	Provide a proposed Administration Fee payable to Sourcewell. The Fee is in consideration for the support and services provided by Sourcewell. The propose an Administrative Fee will be payable to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. The Administrative Fee will be calculated as a stated percentage, or flat fee as may be applicable, of all completed transactions utilizing this Master Agreement within the preceding Reporting Period defined in the agreement.	Skookum proposes an administrative fee of 1.75% of the total completed transactions with Sourcewell Participating Entities during each Reporting Period, as defined in the agreement. This fee accounts for the support and services Sourcewell provides throughout the contract lifecycle.	*

Table 6B: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments	
77	The pricing offered is as good as or better than pricing typically offered through existing cooperative contracts, state contracts, or agencies.	The following best describes the pricing offered.	*

Table 7A: Depth and Breadth of Offered Solutions (200 Points, applies to Table 7A and 7B)

Line Item	Question	Response *	
78	Provide a detailed description of all the Solutions offered, including used Solutions if applicable, offered in the proposal.	<p>OPERATIONS AND MAINTENANCE (O&M) SERVICES Skookum provides a full range of Operations & Maintenance (O&M) services designed to support critical facility systems' reliable and efficient operation. Our solutions ensure continuous functionality, regulatory compliance, and long-term system performance.</p> <p>Our services include:</p> <ul style="list-style-type: none"> - HVAC system maintenance and repair – We provide full-service support for heating, ventilation, and air conditioning systems, including routine preventive maintenance, system diagnostics, emergency repairs, and efficiency upgrades to enhance performance and longevity. - Plumbing services – Our team handles everything from routine inspections and maintenance to diagnosing and resolving complex plumbing challenges, ensuring proper water distribution and drainage for facility operations. - Electrical system maintenance – We maintain and repair electrical infrastructure, including lighting systems, power distribution networks, and backup power solutions, minimizing downtime and ensuring uninterrupted operations. - Fire protection system support – We conduct regular inspections, testing, and maintenance of fire alarms, sprinkler systems, and suppression equipment, ensuring 	

compliance with safety regulations and optimal system readiness.

RELIABILITY-CENTERED MAINTENANCE (RCM)

Skookum applies Reliability-Centered Maintenance (RCM) strategies to optimize facility systems and assets, enhancing reliability, minimizing unplanned downtime, and reducing overall maintenance costs. Our approach is designed to ensure that maintenance efforts are efficient and effective, focusing on the specific needs of each system.

Our RCM approach includes:

- Predictive maintenance – Utilizing IoT-enabled sensors, vibration analysis, and thermal imaging to detect potential failures before they occur. This proactive approach helps extend asset lifecycles, reduce emergency repairs, and improve system performance.

- Condition-based monitoring – Implementing real-time monitoring systems to assess the health of critical equipment. By continuously tracking performance metrics, we make data-driven decisions on when maintenance or repairs are necessary, preventing unnecessary servicing while ensuring reliability.

- Life cycle cost analysis – Conducting comprehensive evaluations of asset performance and total cost of ownership. This analysis helps guide maintenance strategies that balance efficiency, longevity, and cost-effectiveness, ensuring optimal asset management.

INTEGRATED ASSET MANAGEMENT (AM) SOLUTIONS

Skookum's asset management solutions are designed to extend the lifecycle of critical equipment while reducing maintenance costs through proactive monitoring, tracking, and strategic maintenance planning. Our approach ensures assets remain in peak condition, minimizing unexpected failures and optimizing resource allocation.

Our asset management solutions include:

- Asset condition monitoring – Implementing real-time monitoring systems that provide continuous data on equipment performance and health. This enables informed decision-making regarding repairs, replacements, or upgrades, ensuring assets are maintained efficiently.

- Asset tracking and documentation – Maintaining detailed records of each asset's condition, maintenance history, and service requirements. This comprehensive documentation supports better planning, regulatory compliance, and long-term asset management.

- Performance-based maintenance – Shifting from time-based maintenance schedules to condition-based maintenance, ensuring resources are allocated when needed. This approach optimizes efficiency, reduces unnecessary maintenance costs, and extends asset longevity.

JANITORIAL, CUSTODIAL, HOUSEKEEPING, CLEANING, AND SANITIZING SERVICES

Skookum provides comprehensive janitorial and custodial services to maintain clean, safe, and well-maintained facilities. Our solutions ensure a hygienic environment for occupants while preserving the longevity of facility assets through routine and specialized cleaning services.

Our services include:

- Daily cleaning – To maintain a clean and organized environment, routine cleaning for all facility areas, including dusting, floor care, restroom sanitation, and trash removal.

- Sanitization – Using EPA-approved disinfectants and sanitizing agents to clean high-touch surfaces, reducing the spread of germs and ensuring a hygienic workspace.

- Deep cleaning – Periodic deep cleaning services for carpets, upholstery, windows, and high-traffic areas, addressing dirt buildup and maintaining long-term cleanliness.

- Specialized cleaning – Services tailored to unique facility needs, such as kitchen hood cleaning, grease trap servicing, and floor waxing, ensuring compliance with health and safety standards.

LANDSCAPING, GROUNDSKEEPING, LAWN MOWING, SNOW REMOVAL, AND GROUNDS MAINTENANCE

Skookum provides year-round landscaping and groundskeeping services to maintain facility exteriors' appearance, safety, and functionality. Our comprehensive approach ensures that outdoor spaces remain well-kept, accessible, and visually appealing in all seasons.

Our services include:

- Lawn mowing and grounds maintenance – Regular mowing, trimming, and landscape design to maintain a clean, professional, and aesthetically pleasing exterior.

- Snow removal and snow plowing – Seasonal snow management, including plowing, de-icing, and sidewalk clearing, to ensure safe access to and from the facility during winter months.

- Groundskeeping – Care and maintenance of trees, shrubs, and flower beds, including seasonal planting, pruning, and general landscape upkeep to enhance outdoor spaces.

VERTICAL TRANSPORTATION EQUIPMENT MAINTENANCE

Skookum provides maintenance services for vertical transportation systems to ensure the safety, reliability, and compliance of elevators, escalators, and lifts. Our services help prevent unexpected breakdowns, extend equipment lifespan, and maintain smooth operation.

Our services include:

- Elevator and escalator maintenance – Full-service maintenance for elevators, escalators, and lifts, ensuring they operate safely and comply with local building codes and industry standards.

- Inspection and repairs – Regular inspections to identify potential issues, followed by timely repairs to maintain system performance, safety, and reliability.

PEST CONTROL AND OTHER ENVIRONMENTAL SERVICES

Skookum provides comprehensive pest control and environmental services to protect facilities from unwanted pests while maintaining a safe, clean, and compliant environment. Our approach prioritizes effective prevention and environmentally responsible solutions to mitigate pest-related risks.

Our services include:

- Pest control – Ongoing prevention and treatment for rodents, insects, termites, and other pests, ensuring infestations are effectively managed while minimizing disruptions to facility operations.

- Integrated Pest Management (IPM) – A proactive, environmentally sensitive approach that targets the root causes of pest issues, reducing reliance on chemical treatments while implementing long-term prevention strategies.

ENVIRONMENTAL SYSTEM MAINTENANCE AND COMPLIANCE SERVICES

Skookum ensures compliance with environmental regulations by maintaining and inspecting critical systems, helping facilities operate safely, efficiently, and in accordance with industry standards. Our services are designed to prevent equipment failures, ensure regulatory adherence, and support sustainable operations.

Our services include:

- AST & UST maintenance – Comprehensive maintenance for aboveground and underground storage tanks, including annual inspections, leak detection, and calibration of Automatic Tank Gauging (ATG) systems to prevent environmental contamination and ensure regulatory compliance.

- Grease trap servicing – Regular servicing of grease traps to prevent blockages, maintain compliance with local health and safety codes, and ensure smooth operation of commercial kitchen systems.

- Crane inspections – Routine inspections to assess load capacity, identify mechanical wear, and verify safety features, ensuring cranes operate safely and comply with industry regulations.

INTEGRATED FACILITY MANAGEMENT (IFM)

Skookum provides integrated facility management solutions to streamline operations, reduce costs, and enhance service delivery by consolidating essential facility services into a single, coordinated approach.

Our services include:

- Comprehensive facility management – A fully integrated approach that combines building maintenance, custodial services, and landscaping into a unified program, optimizing efficiency and reducing operational costs.

- Project management – Dedicated facility management project managers oversee all aspects of maintenance and capital projects, ensuring timely execution, minimizing disruptions, and maintaining high service standards.

- Vendor management – Coordinating third-party vendors and subcontractors to ensure consistent quality, performance, and cost-effectiveness across all service areas.

TECHNOLOGY AND AUTOMATION SOLUTIONS

Skookum leverages advanced technology to enhance efficiency, improve service delivery, and reduce operational costs.

Our technology-driven solutions include:

- Building Automation Systems (BAS) – Implement and maintain automated control systems that integrate HVAC, lighting, security, and other critical infrastructure, improving energy efficiency, occupant comfort, and system reliability.
- Automated maintenance requests – Mobile-enabled platforms and QR code systems allow building occupants to submit maintenance requests in real-time, streamlining communication, improving response times, and enhancing service efficiency.
- Drones for inspections – UAV technology is used for roof inspections, utility line assessments, and other aerial surveys, providing accurate data while minimizing safety risks, reducing downtime, and improving maintenance planning.

EMERGENCY AND DISASTER RESPONSE SERVICES

Skookum provides emergency preparedness and disaster response services to ensure facility resilience, operational continuity, and occupant safety in the face of unforeseen incidents. Our rapid-response capabilities and strategic recovery planning minimize downtime and mitigate risks.

Our services include:

- Emergency equipment repairs – Immediate response to critical system failures, including backup power systems, water supply systems, and HVAC units, ensuring continued facility operations during emergencies.
- Disaster recovery – Development and implementation of comprehensive recovery plans that address critical infrastructure repair, flood management, and fire safety protocols, helping facilities restore operations quickly and safely.

USED EQUIPMENT AND REPLACEMENT SOLUTIONS

Skookum offers used equipment solutions for clients seeking cost-effective alternatives to new equipment, providing reliable performance while reducing upfront expenses. Our approach ensures that all refurbished equipment meets quality and operational standards, offering a practical and budget-friendly option for facility upgrades.

Our solutions include:

- Refurbished equipment – Sourcing high-quality refurbished HVAC units, lighting systems, generators, and other essential equipment that meet performance standards while significantly lowering costs.
- Replacement services – Managing replacing obsolete or failing systems with new or refurbished alternatives, ensuring continued reliability and operational efficiency at a reduced expense.

79	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	<p>REFUSE DISPOSAL AND RECYCLING SERVICES</p> <ul style="list-style-type: none"> - Waste Management - Sustainability and Recycling Programs <p>LOW VOLTAGE SYSTEMS MAINTENANCE</p> <ul style="list-style-type: none"> - Building Automation Systems (BAS) - Security Systems - Fire & Life Safety Systems <p>CENTRAL UTILITIES PLANT OPERATIONS</p> <ul style="list-style-type: none"> - Energy Management - Boilers, Chillers, and Heat Exchangers - Utility Distribution <p>WASTEWATER TREATMENT PLANT (WWTP) OPERATIONS</p> <ul style="list-style-type: none"> - System Operations & Maintenance - Regulatory Compliance - Energy Optimization <p>MATERIAL HANDLING EQUIPMENT (MHE) MAINTENANCE</p> <ul style="list-style-type: none"> - Forklifts and Pallet Jacks - Dock Equipment Maintenance <p>ROOFING REPAIRS AND MAINTENANCE</p> <ul style="list-style-type: none"> - Roof Inspections - Roof Repairs & Replacement <p>ASBESTOS & LEAD-BASED PAINT ABATEMENT</p> <ul style="list-style-type: none"> - Safe Removal - Environmental Monitoring - Lead-based Paint Removal <p>FLOORING REPLACEMENT AND MAINTENANCE</p> <ul style="list-style-type: none"> - Carpet and Hard-Surfaces Installation - Polishing and Waxing <p>HARDSCAPING SERVICES</p> <ul style="list-style-type: none"> - Paving and Walkways - Stonework and Retaining Walls <p>ARBOREAL SERVICES</p> <ul style="list-style-type: none"> - Tree Maintenance and Care - Stump Grinding <p>EMERGENCY GENERATOR SERVICE</p> <ul style="list-style-type: none"> - Generator Maintenance - Fuel System Testing 	*
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Table 7B: 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	Offered *	Comments	
80	Janitorial, custodial, housekeeping, cleaning and sanitizing services	<input checked="" type="radio"/> Yes <input type="radio"/> No	These services are offered in our proposal	*
81	Landscaping, groundskeeping, lawn mowing, snow removal or snow plowing, and grounds maintenance services	<input checked="" type="radio"/> Yes <input type="radio"/> No	These services are offered in our proposal	*
82	Maintenance, management, and operations of facilities, systems, components, and surfaced areas (horizontal and vertical facilities)	<input checked="" type="radio"/> Yes <input type="radio"/> No	These services are offered in our proposal	*
83	Complementary services as long as one or a combination of the offerings listed above in a. – c. is included.	<input checked="" type="radio"/> Yes <input type="radio"/> No	Complementary services are offered in our proposal	

Table 8: Exceptions to Terms, Conditions, or Specifications Form

Line Item 84. NOTICE: To identify any exception, or to request any modification, to Sourcewell 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 Sourcewell and will not automatically be included in the Master Agreement.

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

Documents

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

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.
2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.
3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.
4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as “Marketing Plan.”
 - [Pricing](#) - Skookum Sourcewell Pricing.pdf - Monday March 10, 2025 20:09:24
 - [Financial Strength and Stability](#) - Skookum Financial Statements 2023.pdf - Monday March 10, 2025 20:13:31
 - [Marketing Plan/Samples](#) - Skookum Marketing Examples - Sourcewell.pdf - Monday March 10, 2025 20:20:41
 - [WMBE/MBE/SBE or Related Certificates](#) - Skookum Partner WMBE-MBE-SBE or Related Certificates.pdf - Monday March 10, 2025 20:38:51
 - [Standard Transaction Document Samples](#) - Skookum Standard Transaction Document Samples.pdf - Monday March 10, 2025 20:44:19
 - Requested Exceptions (optional)
 - Upload Additional Document (optional)

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. - Drew Mikel, Director, Skookum Services LLC

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 10 Facilities Maintenance Services RFP 031125 Tue March 4 2025 08:21 AM	<input checked="" type="checkbox"/>	1
Addendum 9 Facilities Maintenance Services RFP 031125 Tue February 25 2025 01:24 PM	<input checked="" type="checkbox"/>	1
Addendum 8 Facilities Maintenance Services RFP 031125 Mon February 24 2025 11:36 AM	<input checked="" type="checkbox"/>	1
Addendum 7 Facilities Maintenance Services RFP 031125 Fri February 21 2025 07:18 AM	<input checked="" type="checkbox"/>	2
Addendum 6 Facilities Maintenance Services RFP 031125 Fri February 14 2025 02:59 PM	<input checked="" type="checkbox"/>	2
Addendum 5 Facilities Maintenance Services RFP 031125 Wed February 12 2025 07:52 AM	<input checked="" type="checkbox"/>	2
Addendum 4 Facilities Maintenance Services RFP 031125 Fri February 7 2025 08:29 AM	<input checked="" type="checkbox"/>	2
Addendum 3 Facilities Maintenance Services RFP 031125 Mon February 3 2025 07:44 AM	<input checked="" type="checkbox"/>	1
Addendum 2 Facilities Maintenance Services RFP 031125 Fri January 24 2025 10:17 AM	<input checked="" type="checkbox"/>	1
Addendum 1 Facilities Maintenance Services RFP 031125 Wed January 22 2025 02:43 PM	<input checked="" type="checkbox"/>	2