MASTER AGREEMENT #102424
CATEGORY: Facility Assessment and Planning with Related Services
SUPPLIER: Roth IAMS 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 Roth IAMS LLC, 360 Central Ave., Suite 800, St. Petersburg, FL 33701 (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 January 3, 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 #102424 to Participating Entities. In Scope solutions include:

   a) Facility and building condition assessment and auditing;
   b) Energy, utility, and emissions assessment and planning;
   c) Site, safety, and code inspections;
   d) Space utilization and planning;
   e) Geographic information system (GIS) services
   f) Feasibility, sustainability, and lifecycle assessment;
   g) Asset, capital, and deferred maintenance planning and asset classification;
   h) Benchmarking services and quality assurance;
   i) Project management and coordination with facility owners;
   j) Contract management and financial monitoring; and
   k) Budget development, and program management services.

8) **Included Solutions.** Supplier's Proposal to the above referenced RFP is incorporated into this Master Agreement. Only those Solutions included within Supplier's Proposal and within Scope (Included Solutions) are included within the Agreement and may be offered to Participating Entities.

9) **Indefinite Quantity.** This Master Agreement defines an indefinite quantity of sales to eligible Participating Entities.

10) **Pricing.** Pricing information (including Pricing and Delivery and Pricing Offered tables) for all Included Solutions within Supplier's Proposal is incorporated into this Master Agreement.

11) **Not to Exceed Pricing.** Suppliers may not exceed the prices listed in the current Pricing List on file with 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 Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

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

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

vi) **DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689).** A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. § 180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

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

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

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

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

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

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

xiii) **FEDERAL SEAL(S), LOGOS, AND FLAGS.** The Supplier cannot use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.

xiv) **NO OBLIGATION BY FEDERAL GOVERNMENT.** The U.S. federal government is not a party to this Agreement or any purchase by a Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Agreement or any purchase by an authorized user.

xv) **PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS.** The Contractor acknowledges that 31 U.S.C. § 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Agreement or any purchase by a Participating Entity.

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

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

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

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

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

Article 2:
Sourcewell and Supplier Obligations

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

1) **Authorized Sellers**. Supplier must provide Sourcewell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers which may complete transactions of Included Solutions offered under this Agreement. Sourcewell may request updated information in its discretion, and Supplier agrees to provide requested information within a reasonable time.

2) **Product and Price Changes Requirements.** Supplier may request Included Solutions changes, additions, or deletions at any time. All requests must be made in writing by submitting a Sourcewell Price and Product Change Request Form to Sourcewell. At a minimum, the request must:
   - Identify the applicable Sourcewell Agreement number;
   - Clearly specify the requested change;
   - Provide sufficient detail to justify the requested change;
   - Individually list all Included Solutions affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
   - Include a complete restatement of Pricing List with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Included Solutions offered, even for those items where pricing remains unchanged.

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

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

   Sourcewell's Authorized Representative is its Chief Procurement Officer.

4) **Performance Reviews.** Supplier will perform a minimum of one review with Sourcewell per agreement year. The review will cover transactions to Participating Entities, pricing and terms, administrative fees, sales data reports, performance issues, supply chain issues, customer issues, and any other necessary information.

5) **Sales Reporting Required.** Supplier is required as a material element to this Master Agreement to report all completed transactions with Participating Entities utilizing this Agreement. Failure to provide complete and accurate reports as defined herein will be a material breach of the Agreement and Sourcewell reserves the right to pursue all remedies available at law including cancellation of this Agreement.

6) **Reporting Requirements.** Supplier must provide Sourcewell an activity report of all transactions completed utilizing this Agreement. Reports are due at least once each calendar quarter (Reporting Period). Reports must be received no later than 45 calendar days after the end of each calendar quarter. Supplier may report on a more frequent basis in its discretion. Reports must be provided regardless of the amount of completed transactions during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

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

   If collected by Supplier, the Report may include the following fields as available:
   - Participating Entity Contact Name;
   - Participating Entity Contact Email Address;
   - Participating Entity Contact Telephone Number;

7) **Administrative Fee.** In consideration for the support and services provided by Sourcewell, Supplier will pay an Administrative Fee to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. Supplier will include its Administrative Fee within its proposed pricing. Supplier may not directly charge Participating Entities to offset the Administrative Fee.

8) **Fee Calculation.** Supplier's Administrative Fee payable to Sourcewell will be calculated as a stated percentage (listed in Supplier's Proposal) of all completed transactions utilizing this Master Agreement within the preceding Reporting Period. For certain categories, a flat fee may be proposed. The Administrative Fee will be stated in Supplier's Proposal.

9) **Fee Remittance.** Supplier will remit fee to Sourcewell no later than 45 calendar days after the close of the preceding calendar quarter in conjunction with Supplier's Reporting Period obligations defined herein. Payments should note the Supplier's name and Sourcewell-assigned Agreement number in the memo; and must be either mailed to Sourcewell above "Attn: Accounts Receivable" or remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions.

10) **Noncompliance.** Sourcewell reserves the right to seek all remedies available at law for unpaid or underpaid Administrative Fees due under this Agreement. Failure to remit payment, delinquent payments, underpayments, or other deviations from the requirements of this Agreement may be deemed a material breach and may result in cancellation of this Agreement and disbarment from future Agreements.

11) **Audit Requirements.** Pursuant to Minn. Stat. § 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell and the Minnesota State Auditor for a minimum of six years from the end of this Agreement. Supplier agrees to fully cooperate with Sourcewell in auditing transactions under this Agreement to ensure compliance with pricing terms, correct calculation and remittance of Administrative Fees, and verification of transactions as may be requested by a Participating Entity or Sourcewell.

12) **Assignment, Transfer, and Administrative Changes.** Supplier may not assign or otherwise transfer its rights or obligations under this Agreement without the prior written consent of Sourcewell. Such consent will not be unreasonably withheld. Sourcewell reserves the right to unilaterally assign all or portions of this Agreement within its sole discretion to address corporate restructurings, mergers, acquisitions, or other changes to the Responsible Party and named in the Agreement. Any prohibited assignment is invalid. Upon request Sourcewell may make administrative changes to agreement documentation such as name changes, address changes, and other non-material updates as determined within its sole discretion.

13) **Amendments.** Any material change to this Agreement must be executed in writing through an amendment and will not be effective until it has been duly executed by the parties.

14) **Waiver.** Failure by Sourcewell to enforce any right under this Agreement will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right.

15) **Complete Agreement.** This Agreement represents the complete agreement between the parties for the scope as defined herein. Supplier and Sourcewell may enter into separate written agreements relating specifically to transactions outside of the scope of this Agreement.

16) **Relationship of Sourcewell and Supplier.** This Agreement does not create a partnership, joint venture, or any other relationship such as employee, independent contractor, master-servant, or principal-agent.

17) **Indemnification.** Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Agreement by the Supplier or its agents or employees; 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	Roth IAMS LLC
Signed by: Jeremy Schwartz C0FD2A139D06489...	DocuSigned by: BCC2A48C7F4D487...
By: ____________________	By: ____________________
Jeremy Schwartz	William Roth
Title: Chief Procurement Officer	Title: President and CEO
Date: 1/3/2025 | 6:57 AM CST	Date: 1/3/2025 | 3:28 AM PST

RFP 102424 - Facility Assessment and Planning

Vendor Details

Company Name:	Roth IAMS
Does your company conduct business under any other name? If yes, please state:	FCAPX a Division of Roth IAMS
Address:	207-1075 N. Service Rd. W. Oakville, ON L6M 2G2
Contact:	Bill Roth
Email:	proposal@rothiams.com
Phone:	289-295-1065
HST#:	

Submission Details

Created On:	Friday September 06, 2024 15:02:13
Submitted On:	Thursday October 24, 2024 12:25:35
Submitted By:	Bill Roth
Email:	proposal@rothiams.com
Transaction #:	c1569186-94ac-4daf-92e3-01a75436eb27
Submitter's IP Address:	67.193.40.234

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.	Roth IAMS 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).	N/A	*
4	Provide your CAGE code or Unique Entity Identifier (SAM):	To-date we have not pursued Federal Work and therefore do not have one. However, we are in the process to securing a UEI number and expect to have with before the end of the year.	*
5	Provide your NAICS code applicable to Solutions proposed.	541330 Engineering Consulting Services 541350 Building Inspection Services 541350 Energy Efficiency Inspection Services Offered through our licensed reseller agreement with SLAM Technologies - 511210 - Application and publishing, except on a custom basis and Mobile applications development and publishing, except on a custom basis.	
6	Proposer Physical Address:	360 Central Ave - Suite 800 St Petersburg, Florida USA 33701	*
7	Proposer website address (or addresses):	www.rothiams.com	*
8	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer):	Name: William (Bill) Roth Title: President and CEO Address: 360 Central Ave - Suite 800, St Petersburg, Florida, 33701 Em.: bill.roth@rothiams.com Ph.: 813-379-9345 ext. 101	*
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Name: William (Bill) Roth Title: President and CEO Address: 360 Central Ave - Suite 800, St Petersburg, Florida, 33701 Em.: bill.roth@rothiams.com Ph.: 813-379-9345 ext. 101	*

10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Name: Tammy Ward Title: Vice-President, PMO Address: 207-1075 N. Service Rd. W., Oakville, Ontario L6M 2G2 Em.: tammy.ward@rothiams.com Ph.: 289-295-1065 ext. 210 Name: Curtis Loblick Title: Vice-President, Operations Address: 171 3-11 Bellrose Drive, St. Albert (Edmonton) AB T8N 5C9 Em.: curtis.loblick@rothiams.com Ph.: 587-442-0272 ext. 204 Name: Norman Lobo Title: Vice-President, Service Excellence Address: 207-1075 N. Service Rd. W, Oakville, Ontario L6M 2G2 Em.: norman.lobo@rothiams.com Ph.: 289-295-1065 ext. 103 Name: Amanda Harper Title: Vice-President, Marketing & Business Development Address: 207-1075 N. Service Rd. W., Oakville, Ontario L6M 2G2 Em.: amanda.harper@rothiams.com Ph.: 289-295-1065 ext. 120

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

Line Item	Question	Response *
11	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested Solutions.	COMPANY PROFILE AND RELATED PROJECT EXPERIENCE Roth IAMS was founded in 2014 and operates in the United States as Roth IAMS LLC (A Delaware Limited Liability Corporation) and in Canada as Roth IAMS Ltd. (Federally Incorporated). Roth IAMS was formed for the sole purpose of providing Facility and Infrastructure Assessments and Asset Management Services for large and/or geographical diverse portfolios across North America. OVERVIEW OF SERVICES AND COMPANY SIZE Our team includes nearly 120 full-time Architects, Engineers, Geoscientists, Technologists, Technicians and Facility Management professionals whose shared vision is to solve the world's deferred capital renewal and maintenance backlog crisis. Roth IAMS core business is facility assessment and planning services. We are not a design firm that provides these services in its spare time. We are not an engineering company that provide these services for a chance to work on the renewal projects. In addition to our assessment expertise, our team members have extensive expertise working with clients to utilize their existing facility assessment and other technical data (e.g., environmental, energy, functional, sustainability, etc.) to design and execute capital renewal programs and Asset Management Plans. We also provide the following services outlined below: Asset Data Collection: • Facility Condition Assessments • Infrastructure Condition Assessments • Structural Assessments • Accessibility/ADA Assessments • Energy Auditing and Consulting • Asset Inventory and Tagging Asset Management: • Asset Management Planning • Capital Renewal Planning • Asset Management Database Maintenance • Asset Management Software • Data Mining and Analytics Facilities Management: • Preventative Maintenance Planning • Facilities Management Plans and Consulting • Green Building Strategies, Policies and Procedures Building Performance: • Building Performance Check-Up

- Commissioning
- Re/Retro-commissioning

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

OUR VISION & CORE VALUES
At Roth IAMS, our vision is “To Solve the World’s Deferred Capital Renewal and Maintenance (DCRM) Backlog Crisis”.

At Roth IAMS, we live our core values in every interaction that we have with our clients and each other.
- Collaborative – Only by understanding each other and our uniqueness can we tailor the best solutions for our clients.
- Passionate – Our love for what we do and why we do it drives us towards excellence.
- Consistently Curious – We are always seeking knowledge and challenging the status quo.

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

COMPANY EXPERTISE
Throughout this proposal we will demonstrate our Company’s breadth and depth of experience that provides Sourcewell with a unique value should we be selected to collaborate on this important project. We feel the following differentiates us from our competition:

Previous Experience Collaborating with Sourcewell/Canoe
In February 2021, Roth IAMS was selected by Sourcewell as the highest ranked proponent in North America out of 18 bidders on the Facility Assessment and Planning Services contract. In terms of work contracted through our Sourcewell contract, Roth IAMS was one of, if not the top ranked firm in terms of contract value through the existing contract, demonstrating our expertise in leveraging cooperative procurement contracts.

As part of the work contracted, Roth IAMS was able to secure numerous projects with clients across Canada, helping the expansion and adoption of the Canoe Procurement Group of Canada as well. For example, we were able to assist the City of Vancouver in joining Canoe and were the first contract they signed through Canoe. We negotiated a two-year extension to an expiring multiyear contract with the City for FCAs.

Additional details about the usage of our Sourcewell contract can be found in Response 23.

Condition Assessment Expertise
Our team of experienced project managers and site assessment professionals have unparalleled expertise in delivering consistent and defensible condition assessment data that have assisted our clients in securing over $6 Billion in additional renewal funding for their existing buildings. In addition to our FCA expertise, our team members have extensive expertise working with clients to utilize their FCA and other technical data (e.g., environmental, energy, functional, sustainability, etc.) to design and execute capital renewal programs. In the last 5-Years alone, Roth IAMS has completed nearly 650 facility assessment and planning projects for public sector institutions across North America.

The key staff members involved in Roth IAMS have collaborated on projects for nearly 30 years ensuring our clients that our team will work together seamlessly to achieve the collective project team goals. Since our founding in 2014, Roth IAMS have been involved in delivering facility assessment and planning for over 15,000 properties totaling over 350 million square feet.

Proposed Team Member Experience
The key members of our proposed project team have been involved in over 25,000 FCAs. The scope of work that we are proposing is based on a foundation that has been refined over 30 years. Our team will configure our approach to meet Sourcewell’s goals and objectives for the project, while delivering consistent and defensible asset condition data.

Roth IAMS has all the required resources in-house so Sourcewell does not have to be concerned about any inter-company issues as all resources fall under the supervision of our Project Management team.

Experience with the Higher Education Sector
Roth IAMS is currently collaborating with nearly 60 Universities and Colleges across over 100 campuses located throughout North America on FCA and Asset Management projects. This experience has given us a unique understanding and perspective of the Higher Education Sector. However, on each project we are also looking to understand the unique organizational context of each University or College. We are able to take our solutions, based on first principles and tailor them to meet each unique institution’s goals and objectives for the project.

Roth IAMS is also an active member of APPA and several regional chapters, including ERAPPA, SRAPPA, MAPPA, and RMA.

Experience with the Education Sector
Roth IAMS is currently collaborating with dozens of school districts across North America on FCA and Asset Management projects. This experience has given us a unique understanding and perspective of the K-12 Education Sector. However, on each project we are also looking to understand the unique organizational context of each district. We are able to take our solutions, based on first principles and tailor them to meet each unique institution’s goals and objectives for the project.

Understanding of the Municipal/Provincial/State Government Asset Management
Through the extensive collective project experience of our team, we have been exposed to a wide range of issues and concerns that face Municipal/Regional governments. Our projects have included FCAs, Reserve Fund Studies (RFSs), Accessibility Assessments, Equipment Inventory & Tagging and Energy Audits, but have also included Asset Management Framework and Plan Development, Capital Planning and Organizational Consulting. This diverse experience gives us a real-world understanding of the municipal sector that will be applied throughout this project.

Healthcare Assessment Expertise
Roth IAMS is currently collaborating with the Government of Saskatchewan Ministry of SaskBuilds and Procurement to conduct FCAs of 200 hospitals, totaling 16.5 million square feet of active healthcare facilities. Additionally, Roth IAMS has assessed several healthcare facilities associated with its previous work for Alberta Infrastructure. Many members of the Roth IAMS staff have also provided FCAs for Ontario hospitals when employed at VFA or Nadine International.

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

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

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

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

In applying engineering first principals, aligned with our client’s objectives, and viewed through the lens of capital renewal needs, Roth IAMS provides energy management scenarios that work for our clients.

Preventative Maintenance (PM) Planning Expertise
Roth IAMS has worked with numerous clients to develop PM Programs to support on-going Facility AM. By combining a detailed equipment level inventory for a facility, with a Master PM Schedule, organizations can quickly and easily begin the process of developing a PM Program. Our approach recognizes that very few organizations can “flip a switch” and go from minimal (or no) PM to a fully functional PM Program. As such, leveraging our proprietary intellectual property and software tools, we allow *

clients to iteratively experiment with PM tasks by system (e.g., Boilers) or individual pieces of equipment (Boiler #3) so that a program can be designed to match the current resources and skills of the client's team. As the program evolves, the tools can be used to drive the evolution of the PM program, develop business cases for adding staff, and/or supporting the outsourcing of specific maintenance tasks to a 3rd Party.

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

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

Customized Approach
Our approach to FCAs first starts with an understanding of the clients' Asset Management Story. Our team wants to understand the client's goals and objectives as it relates to this project and how this project supports the client in achieving them. This allows us to customize the deliverable to align with the client's needs rather than simply providing a “cookie cutter” condition assessment report. It also allows Roth IAMS to understand the format of the end deliverable to best suit the client's objectives.

Our Sector Leadership
Roth IAMS is owned by our Founder and President, William (Bill) Roth. Bill is supported in the operations of the company by four Vice-Presidents, Tammy Ward (Project Management Office), Curtis Loblick (Operations), Norman Lobo (Service Excellence) and Amanda Harper (Marketing & Business Development). In addition, our Leadership Team includes our Directors, Leeann Carless (Human Resources), Bokan Chen (Finance). Ultimately our entire organization has been designed to service our clients through our Project/Client Managers, who are empowered to collaborate and tailor our solutions to each client's unique organizations context, objectives and processes.

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

- Association of Physical Plant Administrators (APPA);
- Eastern Region APPA (ERAPPA) Annual Conference;
- Mid-West APPA (MAPPA) Annual Conference;
- Southeastern Region APPA (SRAPPA) Annual Conference;
- Rocky Mountain APPA (RMA) Annual Conference;
- Several State APPA Chapters;
- National Association of State Facility Administrators (also a member of the Reference and Resource Committee);
- NFMT;
- ACHUO-I Annual Conference;
- Campus Facility Technology Association (CFTA) Annual Conference;
- BOMA International Annual Conference and Expo;
- BOMEX (BOMA Canada's Annual Conference);
- PM Expo & Construct Canada;
- Ontario Association of School Board Officials – Operations, Maintenance and Construction Annual Conference;
- Western Canada University Physical Plant Administrators (WCUPPA) Conference;
- Council of Educational Facility Planners International (CEFPI); and
- And many more.

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

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

Business Objectives and Processes

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

Data

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

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

Tools

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

Prioritization

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

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

Budgeting

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

Design, Execution and Monitoring

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

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

Our Clients
Roth IAMS team members have conducted FCAs on some of the largest portfolios of buildings across North America including:

- State of Maine
- City of Corona, CA
- Sno Isles Libraries, WA
- University of Southern Mississippi
- Florida A&M University
- University of Florida
- Stetson University
- University of Minnesota
- University of Tennessee
- Vassar College
- Hamilton College
- School District of Palm Beach County
- All 24 Ontario Colleges
- All 21 Ontario Universities
- City of Calgary
- City of Edmonton
- City of Vancouver
- City of Victoria
- City of Abbotsford
- City of Cornwall
- Regional Municipality of York
- Region of Peel
- Government of Saskatchewan Ministry of SaskBuilds and Procurement
- Government of Yukon Department of Highways and Public Works
- Government of Northwest Territories
- Government of Nunavut
- Alberta Infrastructure
- Ontario Ministry of Health
- Niagara Region
- Toronto Community Housing Corporation
- Infrastructure Ontario
- University of Saskatchewan
- University of Regina
- Capilano University
- Ontario Ministry of Education
- District School Board of Niagara
- Durham Catholic District School Board
- Ridley College
- And many more.

12	What are your company's expectations in the event of an award?	Since Roth IAMS is a holder of the current contract, we would expect to continue business-as-usual as it relates to us marketing and leveraging our Sourcewell contract. As our usage report will demonstrate we have accelerated the usage of our Sourcewell contract (in both the US and Canada (through Canoe) each year of the current contract. We would expect this increased adoption to continue through the life of a second contract. As we understand, we would have another Contract Kick-Off meeting at Sourcewell headquarters in Brainerd, which would be great since we on-boarded during COVID and did not have a chance to visit the offices for a "typical" launch. Roth IAMS, under the leadership of our VP, Business Development (Sales, Marketing and Proposals), Amanda Harper (who has joined Roth since our previous contract), would work with Sourcewell's marketing department to launch a Social Media campaign announcing the award of the contract and informing our existing clients, prospects and the market in-general of our continued ability to streamline and satisfy their public procurement requirements through Sourcewell. As Roth IAMS has effectively leveraged our previous contract, our Sales and Marketing team have many opportunities that are working their way through the pipeline that are based on our ability to offer clients a Sourcewell contract for procurement. We would immediately notify all relevant clients of the renewal so that the discussions can continue. Included in our standard annual webinar calendar is at least one webinar focused on collaborative procurement, espousing the value and benefits to potential customers. With the recent NCPP publication on the cost of standard procurement vs. cooperative procurement, which is the planned focus of our 2024 webinar. We would also use that opportunity to highlight our renewal with Sourcewell. After having leveraged the renewal to create some "buzz" in the marketplace, it would really be business-as-usual in terms of Sourcewell being a focal point of our entire Business Development process. Given that our contract was new to the market when awarded in 2021, we expect the rate of sales to continue to increase (as it has year-over-year during our current contract) as there is greater awareness of the contract in the market now. As such, we are not having to sell the contract. Having helped several new clients become Sourcewell/Canoe members during our current contract, we would continue to leverage Sourcewell representatives to assist our client stakeholders (usually Facilities or Plant professionals) in working with their procurement teams to review membership and decide if it will work for them. The Sourcewell team has been exceptional at helping those that we have brought forward in becoming members. We would expect that to continue through the renewal contract should we be awarded it. As we have each year of our current contract, we will be an active participant at both the H2O and Room To Grow supplier summits. In fact, our CEO, Bill Roth (demonstrating the highest-level commitment within our organization) has attended each of the H2O sessions during the initial contract and two of the three Room to Grow events hosted by Canoe. Finally, we would like to continue the regular check-in meetings with our Supplier Development Coordinator as we have found those meetings to be very informative and allow us to learn the latest information from Sourcewell and have a chance to find out best practices that other suppliers are using to leverage their contracts. Additionally, Bill Roth, our President & CEO would be interested in joining the Supplier Advisory Committee if a seat opens up, and if our contract is sufficient to warrant membership. Also we would be willing to provide support to any Sourcewell marketing initiatives that target potential suppliers (videos, testimonials, etc.) should Sourcewell wish.	*

13	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.	Roth IAMS operates in the United States as Roth IAMS LLC (A Delaware Limited Liability Corporation founded in 2021) and in Canada as Roth IAMS Ltd. (Federally Incorporated in 2014). Roth IAMS was formed for the sole purpose of providing Facility and Infrastructure Assessments and Asset Management Services for large and/or geographical diverse portfolios across North America. Together the Roth IAMS team consists of nearly 120 full-time team members including licensed Architects, Engineers, Geoscientists, Technologists, Technicians and Facility Management professionals whose shared vision is to solve the world's deferred capital renewal and maintenance backlog crisis. Roth IAMS has demonstrated consistent growth in both size and financial strength since 2014, growing from a sole practitioner to a team of nearly 120 staff located in nearly 30 cities across North America. As requested, Roth IAMS Financial information is provided below. Roth IAMS Ltd. Canada Annual Total Revenue: 2024: $8,067,881 YTD (Jan to Sept. 2024) 2023: $11,801,946 2022: $9,764,845 2021: $6,783,193 2020: $5,373,265 2019: $4,678,000 Roth IAMS LLC USA Annual Total Revenue 2024: $ $2,725,565 (Jan to Sep) 2023: $1,847,259 2022: $254,731 2021: $103,443 As above, you can see that Roth IAMS has continued to grow its business significantly over the years. We expect that trend to continue going forward.	*
14	What is your US market share for the Solutions that you are proposing?	Roth IAMS LLC, our U.S. company, has grown substantially since incorporating in 2021. We have 15 employees throughout the US (at the time of our last contract we were just expanding into the US and did not have any staff in the market). We are constantly bidding on US work complimented by a strong sales force in the US. We have made a foothold with US Universities, K-12 and Municipalities, nearly all through leveraging our Sourcewell contract. For all services we offer in the US market, our market share would be less than 10%. There is not one dominant provider of the services under this contract across the US, with several players focusing regionally. However, we are growing our business and market share quickly and expect to grow our team to over 50 staff within 18 to 24 months.	*
15	What is your Canadian market share for the Solutions that you are proposing?	Although there is not clear tracking of the overall market for all of the services included in this program, we are a leading provider of Facility Condition Assessments (FCAs) across Canada. When it comes to professional services supporting real property asset management, Roth IAMS is a clear market leader across all of the services that we are proposing. Our client list includes many of Canada's largest Universities, Colleges, Municipalities and Provincial and Territorial Governments. Our team (prior to and since forming Roth IAMS) has completed over 25,000 Facility Condition Assessments (FCAs) across North America. We would estimate that our market share would be between 20% and 25% across Canada for FCAs, where we would be considered to have one of the largest market shares. Since our last contract award, Roth IAMS has grown our Canadian market share from 10% to 15% to 20% to 25%. A major part of that growth was based on contracts that we secured using our Canoe contract. For other services, our market share would be less than 10% but would be considerable compared to our competitors. All of the above being said, Roth IAMS is one of, if not the largest and fastest growing player within the facility and infrastructure asset management space across Canada.	*
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.	Roth IAMS has never filed or claimed bankruptcy. There are no current or former claims made against Roth IAMS. Additionally, Roth IAMS certifies that neither the firm nor its principals have been terminated during the performance of a contract or withdrew from a contract to avoid termination.	*

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?	Roth IAMS is a provider of professional services (engineering and management consulting). However, as previously mentioned, we are also a reseller of facility asset management software on behalf of our sister company SLAM Technologies Ltd. (SLAM), which is co-owned by Roth IAMS Founder and President, Bill Roth. A letter of authorization from SLAM, confirming Roth IAMS as a reseller of SLAM software licenses has been included in our attachments.	*
18	If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.	Roth IAMS is a professional services firm providing management and engineering consulting services. All of our staff are full time employees including our project delivery teams as well as our sales and marketing teams. Professional licensure is generally not required for the services that we provide. However, Roth IAMS possesses permits to practice from the appropriate licensing group (Professional Engineers Association) as required by each market where we have staff, and where we provide our services currently. As we have done since our founding, we will continue to secure licenses as required by the guidelines and regulations within each market where we provide services. Many of Roth IAMS staff are also licensed professionals (Architects, Engineers, Technicians/Technologists, Geoscientists, etc.). In addition to being licensed in their home jurisdictions, several of our staff are licensed in multiple jurisdictions as required by specific clients for specific engagements. Where needed, we do work with subconsultant partners that can provide specialized expertise in specific areas (e.g. Space Planning, Needs Assessment, Elevator Consultant). We have a network of partners that we work with across many geographic areas. However, if a client has a preferred specialist, we are also willing to work with those firms that our clients recommend, when needed. However, less than 5% of our projects generally require a specialist subconsultant.	*
19	Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.	Roth IAMS certifies that the firm and our principals are not and have never been debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from soliciting work by any governmental department or agency.	*
20	Describe any relevant industry awards or recognition that your company has received in the past five years.	Roth IAMS was awarded a Platinum Supplier Recognition Award from Ontario Education Collaborative Marketplace (OECM) in 2019, 2021, 2022 and 2023 for our Facility Condition Assessment contract and in 2023 for our Capital Asset Management Software Contract (SLAM software offered through Roth IAMS). We were the only one within both of our categories that was an award recipient.	*
21	What percentage of your sales are to the governmental sector in the past three years?	For Fiscal Years 2022, 2023 and 2024 our Government Sector Work (Federal/Provincial/State and Local/Municipal) represents 46 % of our total revenue (both Roth IAMS LLC and Roth IAMS Ltd.). 2024 (January to September) – $4,190,370 2023 – $7,595,714 2022 – $4,748,507	*
22	What percentage of your sales are to the education sector in the past three years?	For Fiscal Years 2022, 2023 and 2024 our Education (K-12 and Higher Education) sector revenue represents 42 % of our total revenue (both Roth IAMS LLC and Roth IAMS Ltd.). 2024 (January to September) – $5,546,289 2023 – $5,562,316 2022 – $4,054,791	*

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?	Roth IAMS currently has a Sourcewell contract within this category. The following contracts have been secured annually since 2021: 2021 $0 2022 Canada $442,638; US $141,718 2023 Canada $334,223; US $1,139468 2024 (YTD) Canada $583,963; US $705,201 Please note that these are contract amounts, not services invoiced so the numbers won't align exactly with the reported amounts on our Quarterly report to Sourcewell as we must complete the work, invoice it and receive payment prior to reporting to Sourcewell. The following represents a summary of the values reported each quarter of our current Sourcewell contract: 2021 $0 2022 $245,560 CAD 2023 $738,935 CAD $424,059 USD 2024 $218,418 CAD $577,571 USD Roth IAMS holds a contract for Facility Condition Assessments (FCAs) with the OECM, a cooperative purchasing group that focuses on public sector work within Ontario. Our partnership began in 2017 and currently continues through 2027. Through this agreement we have been awarded FCAs, Accessibility Assessments, Energy Audits, Capital Planning and Asset Management services for all 24 Ontario Colleges (2017) and all 21 Universities (2020), a combined portfolio of nearly 140 Million sq.ft. of higher education space. The total contract value for the past three years is as follows: 2022 $3,205,736 CAD 2023 $3,191,252 CAD 2024 (YTD) $2,864,298 CAD Finally, Roth IAMS also has an OECM contract for Capital Asset Management Software, which has been used to license SLAM CAP to all Ontario Colleges and Universities. The annual revenue under this contract is as follows: 2022 $242,503 CAD 2023 $286,786 CAD 2024 (YTD) $293,389 CAD

*

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?	We do not hold any GSA Contracts for the services offered as part of this proposal. In addition to our on-going Province-Wide Facility Condition Assessments (FCA) work outlined in response 19, we currently have standing offers with the following clients for (FCAs): • Infrastructure Ontario (2017 to Present) o FY 2021 – $13,653 o FY 2022 – $163,044 o FY 2023 – $17,598 o FY 2024 – $0 • City of Calgary (2019 to Present) o FY 2021 – $337,820 o FY 2022 – $315,854 o FY 2023 – $359,867 o FY 2024 – $498,056 • City of Vancouver (2019 to Present) o FY 2021 – $301,787 o FY 2022 – $139,983 o FY 2023 – $413,884 o FY 2024 – $300,777 • Toronto Community Housing Corporation (2017 to Present) o FY 2021 – $48,806 o FY 2022 – $9,792 o FY 2023 – $0 o FY 2024 – $81,329 • Government of Saskatchewan Ministry of SaskBuilds (2019 to Present) o FY 2021 – $82,523 o FY 2022 – $458,049 o FY 2023 – $1,434,917 o FY 2024 – $0 • Government of Nunavut (2021 to Present) o FY 2022 – $198,955 o FY 2023 – $ 201,319 o FY 2024 – $377,801 • City of Greater Sudbury (2020 to 2023) o FY2021 – $234,152 o FY2022 – $523,631 o FY2023 – $384,680 • City of Edmonton (2021 to Present) o FY 2022 – $117,961 o FY 2023 – $55,316 o FY 2024 – $106,581 • City of Kelowna o FY 2022 – $88,158 o FY 2023 – $101,388 o FY 2024 – $24,032	*

Table 2B: References/Testimonials

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

Entity Name *	Contact Name *	Phone Number *	
School District of Palm Beach County	David G. Dolan, MBA Chief of Facilities Management	(561) 882-1923	*
Knox County Schools	Freddie Cox Chief Technology Officer, CETL	(865) 441-7812	*
Ontario Colleges, Facilitated by the OCFMA Steering Committee	Spencer Wood Chair, OCFMA Steering Committee	(416) 675-6622 Ext. 5242	*

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

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

Line Item	Question	Response *	
26	Sales force.	Roth IAMS, like most professional services firms utilizes internal senior professionals to act as seller-doers, client managers and sales professionals. Our team consists of nearly 120 staff across North America, all of which have a business development responsibility. In addition, our Business Development team, under the Leadership of Amanda Harper, VP of Marketing & Business Development, coordinates all of our corporate marketing and sales activities (including CRM management) as well as our proposal process. We have a dedicated Proposal Team and Leader, which is responsible for assembling our proposals for public and direct proposals. Our proposal win rate of 61% for public proposals is significantly higher than industry averages for our line of business (usually around 10-15%). Our CEO, Bill Roth is heavily involved in Business Development activities, spending over 40% of his time on client and sales related matters. Bill has been the champion of our current Sourcewell contract. In 2023, Bill relocated to Florida from Toronto to allow him to focus more of his time on growing the US market, which has resulted in increased sales through Sourcewell since that time. Additionally, we added a full-time National Sales Director in Canada. Alisha McLean, who joined us approximately 1 year ago. Her primary responsibility is to grow our Canada presence through new client acquisition as well as upselling/cross-selling our existing customers. We always lead with our cooperative procurement contracts like Canoe as they provide a streamlined and compliant way for customers that wish to collaborate with us. Additionally, Alisha also supports trade show participation in the US, particularly where the focus of the trade show is cross border. We have a full-time salesperson located in the U.S. northeast to enhance our U.S. expansion. This individual works closely with our senior professionals and our Marketing and Business Development team to enhance our focused sales process. Demonstrating the success of our sales and business development processes is the rate of growth that we have seen in the last ten years. We have grown from a single practitioner to a team of nearly 120 staff located across North America, including 15 new staff in the United States since our last Sourcewell submission. Roth IAMS has also created the role of Practice Director (PD) and Emerging Services Director (ESDs) within the company. These two roles are responsible for growing specific services (all covered under this contract) within the organization (e.g. FCAs, Facility Management Consulting, Structural Assessments, Accessibility, etc.). A significant part of the mandate for the PDs and ESDs is business development and growing the volume of their specific services. The PDs and ESDs work closely with our BD teams to both proactively develop new business, provide Thought Leadership to the market and respond to direct and public RFPs. As Roth IAMS continues to grow within the US Market, we are planning on expanding our US Sales team to include additional full-time sales professionals. We are looking to add a sales rep in the Northwest and the Southwest regions to compliment our current staff in the Northeast region and Bill Roth, located in the Southeast region. We will continue to expand our sales team based on the market needs.	*
27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	Our professional services are not offered through a dealer network or other distribution network. All our staff are full-time employees (no 1099s). Our software IT tools are offered as annual, web-based software licenses and as-such do not require a dealer network or distribution network.	*

28	Service force.	Roth IAMS' team includes nearly 120 full-time staff (no independent contractors) with the expertise in all disciplines required to meet our client's scope of work including Architects, Civil/Structural, Mechanical and Electrical Engineers. To our clients, this means that all the resources required to complete the project are within our organization so the risk of logistical issues with multi-company teams is eliminated. Also, by having our staff as full-time employees, it means that Roth IAMS has the ability to train and invest in the professional development of our staff, resulting in the collection of a more consistent and defensible dataset to support our client's scope of work E.g. FCAs, Asset Management Software, Equipment Inventory & Tagging, ADA, etc. We do in some specialized cases work with third-parties where required, but historically has been less than 5% of our projects (typically an elevator consultant where a specialist is required or for Space Planning/Facility Needs Studies by a client). Roth IAMS does not use 1099s like most of our competitors to provide the services that we offer. This allows us to maintain consistency for our clients year-over-year on multi-year projects (which is very common for the services being requested by Sourcewell). Additionally, we are able to invest in our staff in terms of professional training and development, giving us a greater flexibility to expand our knowledge and expertise that can be brought to bear for our clients. Our culture focuses on being a firm that people come to and do not want to leave. We offer industry leading compensation and benefits programs for our staff, as well as a large investment in training and professional development. This investment has paid off for us as we have been able to provide exceptional customer service and grow our business from $150K our first year to over $13M in our most recent Fiscal Year (consolidated for Canada and the US). We have expanded substantially into the U.S. market since 2021, growing our team to over 15 people since our last Sourcewell submission. We are focusing on key client sectors (Education and Government) as opposed to specific geographic markets. As such, we are looking to find the right people that fit our culture as opposed to looking within a specific geographic area. Since our last submission to Sourcewell we have invested heavily in productivity tools that allow us to provide greater services per FTE than previously demonstrated. For example, since our last submission our overall head count has grown by approximately 15%, however, our revenue has more than doubled (2020 FY to 2023 FY).	*

29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	Roth IAMS does not employ a dealer or distributor network to respond to customer requests for service. When an in-bound opportunity arrives, or a client requests a quote or proposal based on our direct sales activities, Roth IAMS will first schedule a discovery call (this is often part of our initial sales process) to determine the specific details of the scope of work that the prospect is seeking. As there are many different services included in this agreement, the team assembled for the initial call will depend upon the specific service requested. The purpose of the discovery call is to allow both parties the opportunity to ask specific questions so that a detailed scope of work and cost estimate can be created. Once we understand what the prospect is looking for, we are in a position to assemble a proposal or a quote in response. Roth IAMS has a dedicated proposal team that will support the Proposal Leader (chosen based on the service being requested or the specific client making the request). Roth IAMS will prepare a detailed proposal or a simple quote (based on what the prospect is seeking), which will reference Roth IAMS' Sourcewell contract number as well as the Prospect's member number. Roth IAMS has developed a library of language for all of our services that allows us to turn-around proposals efficiently and effectively when they are requested. This allows us to provide consistent approaches, tailored to each client's needs, in a short period of time, allowing us to get to work on the actual project sooner. If the client has provided Terms & Conditions, we will acknowledge them as part of our proposal. If they have not provided them, we will include our standard Professional Services Agreement (PSA) with our proposal. We are often asked to negotiate client-requested changes to our PSA. We have always reached mutually agreeable contract terms. Roth IAMS is working on developing some Quote Request Forms for our various services that can be uploaded to our Buy Sourcewell Page to allow prospects to provide initial relevant information that can speed up the buying process. At the time of submission, we have not finalized the documents to allow for posting on Buy Sourcewell. Assuming we are successful in our renewal, we would expect to have them ready for Q1 2025. The final stage in the process is when Roth IAMS is successful in winning the work, signing a contract and the client issues us a purchase order.	*

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.	Roth IAMS employs a customer satisfaction survey that is sent out at the end of each project (for repeat clients where we have multiple engagements, we limit the surveys to avoid overwhelming the client). The on-line survey allows us to receive direct client feedback on a number of key success criteria related to our projects including health and safety, communication, schedule and timeliness, value for money, compliance with client needs, etc. Each Project Manager has specific KPIs that are tied to our annual performance management program, related to the feedback received from our customer surveys. For our major clients, we have an identified Key Account Manager. The Key Account Manager works with the Client and our Project Managers to act as an internal advocate for the client. The Key Account Manager has an in-depth understanding of our client's unique business context and is responsible to ensure that our services/solutions are tailored to align most effectively with those goals. In the event that a project-specific issue arises, the Key Account Manager is always involved in finding a solution for the issue. Additionally, for our major clients, our President and founder Bill Roth and our local Leadership and/or Key Account Manager, meets with them at a minimum annually to review the previous year's work and look ahead to the next year's plan. Bill Roth, our President and CEO will continue to be the Principal-in-Charge for the relationship with Sourcewell as he has been since 2021. Bill will ensure that we continue to maximize the mutual benefit of the partnership, as well as ensuring customer satisfaction on our projects under the contract. The best demonstration of customer satisfaction and our ability to provide consistent and defensible data, combined with our ability to tell an asset management story collaboratively with our clients is the $6 Billion in additional renewal funding that our clients have secured as a result of our collaboration. As such, we have designed our work programs to increase collaboration with our clients throughout our projects, when compared to our competitors that tend to be more arm's length (based on feedback we get from our clients). Given our regular communications throughout our projects, our Project Managers and other project staff are regularly "checking in" with our clients to ensure they are happy with the project at various stages, and to identify any potential issue early and head them off at the pass.	*
31	Describe your process for data collection, review, and analysis.	DATA COLLECTION TOOLS Roth IAMS utilizes a number of tools to support the collection, review and analysis of consistent and defensible facility information. We will provide information on two common scenarios that we encounter, when the client has their own software prior to engaging our team, and when the client does not have any software in-place at the time of our project. Existing Client Software or Tools: First and foremost, Roth IAMS will utilize the tools that a client is currently using/licensing to gather and report on the data that our team collects. In this way, we are meeting the client where they are at, instead of forcing them to utilize our preferred tools should they wish to work for us. To facilitate our usage of the tools, Roth IAMS requires a client-provided license to access the software. When we are using client-provided tools, the data collection, review and analysis process is somewhat driven by the client's software. In some cases there is a mobile application that we will use to gather data, which is our preferred method. However, if the software does not have an off-line application, we will often utilize SLAM CAP's offline application (see below for more details) and simply import the data into the client's software as the efficiency and quality tools within the SLAM CAP app more than make up for the additional effort required to import the data into client tools. If we cannot get access to the software directly, our team will work with the client to develop an export sheet for our data that will act as an import sheet for the client's existing software systems. We have facilitated and/or completed data imports into client-licensed Capital Asset Management Systems (CAMS) and Computerized Maintenance Management Systems (CMMS) for thousands of buildings and tens of thousands of pieces of facility equipment. Roth IAMS currently has a number of on-going Data Management and Capital Planning contracts with public sector clients across North America, many with software platforms other than SLAM. As part of these programs our team will support the client in leveraging the data to tell their Asset Management story. This includes detailed data analysis, funding scenarios, data visualization (typically through Excel) and Executive-Level presentations. Our approach is highly collaborative as it is critical that the client provides the necessary organizational context to all the analysis we complete.	

No Existing Client Software or Tools:
If the client does not have an existing software platform within which they want to manage the data we collect, Roth IAMS will utilize the SLAM software platform to deliver our professional services. In these instances Roth IAMS will utilize SLAM whether the client is going to secure an on-going license or not.

SLAM is co-owned by Bill Roth, our President & CEO, and is Roth IAMS preferred project delivery tool. Roth IAMS is also a licensed reseller of all SLAM products.

Roth IAMS has completed thousands of FCAs, and gathered data on tens of thousands of pieces of facility equipment using the SLAM software. Many of our current clients that we have contracted through our Sourcewell contract include both our professional services and SLAM CAP software.

SLAM has two offline apps which streamline and standardize on-site field data collection, SLAM CAP and SLAM EQUIP. Roth IAMS has customized its SLAM software products to align with our existing data collection and quality control processes.

Some of the key features of SLAM software that drive data consistency and defensibility are:
• Standardized Expected Useful Lives for each Uniformat II Level 3 or 4 classification to ensure consistency for future forecasting and lifecycle planning;
• Standardized and customized unit costs for each Uniformat II Level 3 or 4 classification to allow for consistent and real-world (when compared to straight cost guides such as R.S. Means) costing for our recommendations;
• Automatic creation of lifecycle replacement recommendations based on the observed and/or reported element Remaining Useful Life, reduces the manual data entry and avoids the potential for human error (forgetting to create a lifecycle recommendation); and
• On-Line Client Data Review capability to streamline and increase the effectiveness of client reviews of our draft data.

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

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

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

We exhibit the collaborative approach through:
• Project Kick-Off Meeting;
• Regular Project Update Calls/Meetings;
• Completion of a pilot-level program followed by a client review and debrief;
• Interviews with knowledgeable building and facility staff;
• Engaging our site escorts throughout the site visit;
• Integration of client-provided comments and feedback throughout the project;
• Project Wrap-Up Meeting to share lessons learned.

QUALITY ASSURANCE/QUALITY CONTROL:
QA/QC at Roth IAMS is led/managed by the in-house Service Excellence Team (the Team). The Team, which consists of dedicated professionals (PEs, P. Engs, etc.) are subject matter experts in their respective disciplines (structural, building sciences, mechanical, electrical, etc.) and individually, have several years of experience in asset data collection and reporting. The primary role of the Team is the peer review of the asset data collection before submission to the client. To ensure QA/QC is effective, the Team is also responsible for assessor training, and the development of methodologies and approaches to consistent data collection and reporting, as discussed below.

Preparation of a Project-Specific Instruction Manual:
Where the project portfolio includes different facilities (administration, recreation, utility, service, etc.) and the project assessment team involves more than one assessor, Roth IAMS, to ensure consistency across the portfolio, prepares a Project-Specific Instruction

Manual (PSIM).
The PSIM:
- Discusses in detail the approach to data capture and upload to SLAM CAP;
- Defines to help assessors' opinions on the asset element condition structure (good, fair, poor), renewal needs (replace, repair, engineering study), and priorities (life safety, structural integrity, etc.);
- Explains, to provide dependable renewal costs, the asset element unit costs, and the application of difficulty factors, regional factors and soft costs; and
- Includes, for coherence between assets, Uniformat II classification asset element hierarchy, which is established and finalized in collaboration with the Client.

The PSIM, which is drafted at the outset of the project, is refined to include the Client's comments from a Pilot Program.

The PSIM will also include the Client's Project Management contact information, nuances with site access and health and safety protocols required during the site visits.

Initial Assessor Training:
Each assessor will attend a training meeting lead by the Project Manager and Discipline Leaders (DLs). Training will occur after the completion of the proposed Pilot-Level Program, and prior to the full project roll-out. The purpose of the training will be to present the scope of work and to ensure an understanding of the specific information required for completion.

In addition, Roth IAMS will provide details of overall project requirements for protocols during the completion of the site visits and will review the assessor handbook that will be created for this project.

Desktop QA/QC by Discipline Leaders:
Each FCA report will be submitted by the assessor to the DLs assigned to the project. The DLs collectively have over 40 years of experience conducting, managing and reviewing FCAs.

Upon completion of the desktop QA/QC process, a digital copy of the draft report will be submitted to the Client. Comments received from the Client will be reviewed by our DLs and the appropriate site assessor(s) and approved revisions will be made.

Any major changes to the overall standard wording or assessment protocols that are requested by the Client through this process will be distributed to all assessment teams.

Pilot-Level Program:
Roth IAMS normally recommends that a pilot-level program be undertaken at the outset of any portfolio project. The pilot program consists of the complete assessment and reporting on a sample of buildings from the subject portfolio. Undertaking the full scope of work on a representative sample of buildings will allow the Client to experience the proposed project steps and to provide feedback on the draft reports early in the process. Any changes resulting from the pilot are then implemented prior to the full-scale project roll-out. For the project Roth IAMS recommends completing the pilot immediately following the kick-off meeting.

DATA ANALYSIS TOOLS:
In the cases where clients have existing asset management software that we are using to gather and report on our information, our data analysis capabilities are limited to those provided by the client's existing software and we have limited ability to adjust or increase the effectiveness of the analysis tools.

When we are utilizing SLAM CAP for our data collection and reporting, the off-the-shelf configuration give us the ability to generate custom reports, based on client-specific needs and requirements, build and manage Key Performance Indicator (KPI) dashboards that visualize the data and allow for the creation of various funding scenarios, and provide tools that allow for streamlined updating of data based on completion of capital and maintenance activities.

If a client wants a more advanced data analysis that is not available through their existing asset management software or SLAM CAP, Roth IAMS has a Data Management Team whose sole responsibility is the analysis of clients existing facility datasets. Our "Data Team" are experts in facility data, Excel and Power BI, allowing them to conduct very specialized data analysis including data modeling, Executive-Level Presentations, Collaborative development of capital renewal and Preventative Maintenance plans for our customers.

32	Describe any forecasting of potential renovations, upgrades, or modifications	There are two critical elements that Roth IAMS focuses on in terms of forecasting future capital renewals and maintenance activities within facilities, the cost (see Table 3, Response 8) and the timing. In the absence of the technical expertise of Roth IAMS staff, the prediction of the timing of future recommendations will default to simple math. For example, if a roof has an Expected Useful Life (EUL) of 25 years and it was installed in 2000, from a pure lifecycle perspective it would be replaced in 2025. However, this is where Roth IAMS expertise comes in. Our team of professional site assessors are highly trained to observe building elements and make adjustments to the Remaining Useful Life (RUL, the number of years before a recommendation should be completed). Roth IAMS will base the assessment of the RUL based on the following factors: • The year of construction and the EUL for the element (simple math as above); • Readily visible deficiencies observed during the on-site assessment; • Maintenance (demand and preventative) information provided by the client; • Information provided/reported by knowledgeable client staff; and • Data provided by the client in previously completed engineering reports. Based on our team's extensive experience we will often reduce the RUL from the pure lifecycle value to reflect prematurely deteriorating equipment, or extend the RUL for elements that while old, have been well maintained and should function well beyond the typical EUL for the element. With regards to extending the life of an element, at Roth IAMS, we typically only extend 6 or 7 years beyond the lifecycle replacement year. There are several reasons for this including: • The further you get from present day, the harder it is to predict how an element will deteriorate (the best roofing person in the world won't be able to tell you if a roof will last 13 or 14 years); • Future unknowns regarding the operations and maintenance of the equipment; • Possibility of rapid deterioration of an element as it ages beyond its EUL, and the potential exposure to the environmental elements (storms, floods, etc.); and • So that it is "front and center" during the next round of FCAs, typically completed every 5 years (at which point it may be deferred further based on the observed condition at that time). To assist in driving consistency as it relates to the forecasting of future recommendations, Roth IAMS also generally recommends a time-based condition rating scale (unless our clients want a different rating scale). This allows our assessors and technical reviewers to quickly review consistency by verifying that the Condition Ratings and the RULs are being consistently applied across the project/portfolio. The following is a simple example (without detailed definitions) for time-based condition rating system: • Critical – RUL = 0 • Poor – RUL = 1 to 2 • Fair – RUL = 3 to 5 • Good – RUL = 6 to 10 • Excellent – RUL >10

33	Describe any cost analysis and budgeting tools you utilize and how the information is shared with stakeholders.	Roth IAMS does not recommend relying solely on standard cost guides such as RS Means, and Marshall and Swift to provide the budget costs for the repair and renewal recommendations provided in our reports. The cost guides provide an average cost for a given geographic area. However, very few customers actually pay the average costs in their market. Higher Education and K-12 schools often pay higher costs for renewal work given the shortened construction season (when students are out of school) or collective bargaining agreements and requirements. As a result, we do not feel that basing your costs purely on a cost guide provides real world costs. In fact, based on peer reviews that we have done of work provided by our competitors, even when they use the cost guides and the basis for their costs, there is often inconsistency between reports (element replacement costs) as a result of inconsistent use of the cost guides and opinions formed by assessors in the application of adjustment factors. To provide our unit costs, Roth IAMS has heavily invested in the creation of a unit cost guide, based on Uniformat II Level 3 or 4 codes that form the basis of all costing we provide across North America. We have built the unit cost schedule based on the over 30 years experience of our team providing facility assessments and other services to buildings of all types across North America. To adjust our unit costs to each specific market that the client operates in we apply regional factors for each area within the client’s portfolio. We typically rely on Marshall & Swift to provide our Regional factors as we feel they provide the greatest coverage across North America. We update our regional factors annually based on M&S published values. For each client we review our unit cost schedule at the outset of the project (and validate it during the proposed pilot) allowing customers to make adjustments based on their real world experience based on records of recent repairs, replacements, upgrades and preferred supplier agreements (standing offers or cooperative contracts). The client-specific unit cost list is then included in the Project-Specific Instruction Manual (PSIM) developed for each project and if we are utilizing SLAM CAP to provide the work, the costs are updated within the configuration settings of the tool to allow for consistent (not manually entered) application. Roth IAMS is constantly gathering data from our existing customers and the wider market that we use to adjust our unit cost schedule. However, we generally limit “global” changes to a client’s data to once a year (typically the annual planning cycle for the client) so the forecasted needs is not always changing, which can cause issues with approved budgets, etc. Roth IAMS will also inflate our unit costs annually, based on a Construction price index. We will review, for regional differences, the proposed inflationary value and get client approval prior to applying it to their data. Again, when using SLAM CAP, adding an inflationary factor requires three clicks to start the software on applying the factor consistently across all data points within a client’s dataset. The element replacement costs is also adjusted by a Difficulty Factor (DF). DF is metric and used to address on site conditions that may have a significant impact with the element replacement, for example the use of the crane to install an HVAC unit on a 12 story building, or the requirement of scaffolding to replace windows on a multi-story building.	

34	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	Since our expansion into the US market in 2021, at approximately the same time as securing our initial Sourcewell contract, our team has grown to more than 15 professional located throughout the US. Our corporate office is located in St. Petersburg, FL. However, we have staff located throughout the country, which allows us to minimize mobilization costs throughout the US. Additionally, for northern US states we have leveraged Canadian staff (on approved work visas) to provide services to select US customers, where staff were closer than our current US staff. Throughout our history, Roth IAMS has focused its growth and recruitment where we are able to secure multiyear contracts. For example, we have three staff located in the Minneapolis-St. Paul area to support our 5-year contract to provide FCAs and SLAM CAP software to the University of Minnesota. Roth IAMS growth into the U.S. market in 2021 has been successful to-date. Our proven growth across the Canadian market (1 to over 100 staff in ten years) demonstrates our ability to scale efficiently while maintaining high levels of customer satisfaction and profitability. Through Roth IAMS LLC, we are able and willing to provide services across the U.S. market. Roth IAMS LLC is a U.S. company that hires U.S.-based full-time professionals. We are not a Canadian company doing business in the U.S. This will allow us to avoid any issues that Sourcewell partners may have working with an "outside firm". As we continue to grow our U.S. practice, using a model of full-time staff located in markets throughout the country, we also have the ability to supplement U.S. staff with Canadian professionals if/as needed. Our 75 Canadian professionals are spread out East-West across Canada and as such are all within a three-hour flight of any U.S. market, with the exception of Hawaii. Our team has extensive experience in securing proper work permits for professionals allowing them to work on both sides of the border. In the last three and a half years, Roth IAMS has completed projects across the US market, including Maine, Florida, Washington and California, demonstrating our ability to deliver services across the entire US.	*
35	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	Roth IAMS has the ability and a strong interest in providing our services and software across Canada. Roth IAMS has operated in Canada since 2014 and is one of the largest firms in Canada that is focusing exclusively on existing infrastructure asset management, under which all of the services that are being requested fit. We have nearly 100 staff located across Canada and have provided services all across Canada for public and private sector clients since 2014. We have created a unique niche within the Canadian market by providing professional management and engineering consulting services tailored to each client's specific business objectives and processes. We have been successful in securing some of the largest contracts available across the Canadian Market for Facility Condition Assessments (FCAs) including: Ministry of Health (All Hospitals and Healthcare Facilities across Ontario); all 24 Ontario Colleges, all 21 Ontario Universities, City of Vancouver, Government of Saskatchewan Ministry of SaskBuilds, Infrastructure Ontario, Government of Nunavut and many others. We have been able to leverage our FCA services to develop industry leading approaches to Energy Management, Accessibility Assessments, Equipment Inventory & Tagging; Asset Management Software, Building Operations Consulting, Building Performance Consulting, Capital Planning, Green Building Consulting and out-sourced Asset Management Data Management.	*
36	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	It is our intention to provide our services throughout Canada and the United States if we are selected as a successful proponent.	*
37	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 see any limitation to our ability to participate with Sourcewell other than where we already have existing contracts with the OECM (Ontario Higher Education Sector) and our current Standing Offer Agreements (details provided in the appropriate response). Given that the service offering with Sourcewell is broader than what we have with OECM and our Standing Offers (BCAs), we feel that we will be able to create opportunities with these clients for services beyond the scope of our current agreements.	*
38	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	We do not anticipate any restrictions in providing services in any of the areas outlined above, other than as outlined in our proposed fee structure, that travel time and costs would be included in our proposed project estimates.	*

39	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes, we are willing to extend the terms and preferred pricing included in our Sourcewell agreement to non-profit entities.	*

Table 4: Marketing Plan (100 Points)

Line Item	Question	Response *	
40	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.	Roth IAMS Marketing Strategy for Promoting Sourcewell Contract Since our previous Sourcewell contract award, Amanda Harper has joined the firm, first as VP, Marketing and recently has been promoted into the role of VP, Business Development & Marketing (Sales, Marketing and Proposals). Amanda brings over 30 years of professional marketing experience for professional services firms as well as many other industries. Since joining Roth IAMS, Amanda has reinvented our marketing strategy and plans to build on our previous success and enhance our program with best practices from across industry sectors. Amanda has collaborated with both Sourcewell and Canoe marketing teams as part of our current contract engagement. Since becoming a Sourcewell partner in 2021, Roth IAMS has committed to a comprehensive marketing strategy to maximize the visibility and benefits of our cooperative procurement agreements. Our efforts focus on raising awareness about the value of our Sourcewell contract and how it enables easier access to our facility assessment and planning services across North America. In addition to promoting our Sourcewell contract, we also recommend that clients review the other Sourcewell contracts to see if there are other ways that they can engage with Sourcewell suppliers to their benefit. In this way, we are not just selling Facility Assessment and Planning Services, we are marketing all services within the Sourcewell contract. Key Activities Since 2021: • Sourcewell/Canoe Logos on all Business Cards: All staff business cards have either our Sourcewell Contract Logo (US Staff) or the Canoe Approved Supplier Logo on the backside highlighting our ability to offer our contracts to each client that any staff member comes across. A sample of a Canadian and US staff business card has been uploaded with our submission. • Targeted Communications: We use sector-specific messaging for higher education, K-12 schools, municipalities, and healthcare sectors. By leveraging the reputation and reach of industry associations such as APPA, NAFSA, ASBO, NSPMA and IFMA, we promote the benefits of our Sourcewell contract and our services. • Multi-Channel Outreach: Our marketing strategy includes co-branded eblasts, blog posts, and social media campaigns through LinkedIn where we promote the efficiency and value of collaborative procurement. A sample of our monthly Three Things email demonstrating our inclusion of our Sourcewell contract logo has been uploaded with our submission. • Webinars: Webinars have been a primary outreach tool, with strong engagement and participation. These events showcase our expertise while reinforcing the value of Sourcewell's contract through representation of them in our presentation decks. As an example, our upcoming November 2024 webinar will be specifically focused on the benefits of cooperative procurement and Tammy Rimes from NCPP will be joining our President & CEO, Bill Roth, to provide an overview of their recent report on the real-world costs of traditional procurement processes. • Partnership Synergies: We actively promote the synergies with our Sourcewell partners, particularly by promoting your services and provide more comprehensive solutions to Sourcewell clients. Even when clients do not want to leverage our specific contract, our team recommends that clients review the other contracts to better understand what other opportunities may exist for their team. • Data-Driven Targeting: Using resources like GovWinIQ, we identify key lead opportunities, track procurement cycles, and strategically target RFP opportunities where our services are needed. When a relevant lead is identified, this data-driven approach ensures precision in our outreach and maximizes the impact of our marketing efforts. Current Marketing Activities: • Webinars: Hosted webinars on collaborative procurement, with content tailored to specific sectors such as education, healthcare, and government. We emphasize the benefits of collaborative contracts during these events. • Conferences: Tradeshow displays at conferences (we attend over 24 a year) clearly promote our partnership and contract, including prominent display of our Sourcewell flags. As well we provide in booth information about Sourcewell and the benefits of collaborative procurement. We have uploaded a photo of our booth from a recent APPA tradeshow. Notice the prominent Sourcewell Flag, as well as the Sourcewell contract logo on our Table top display. • Thought Leadership: We publish thought leadership articles, blogs, and videos focused on the advantages of collaborative procurement. These materials provide practical insights and case studies to our target audiences.	*

		• Dedicated Webpage: Our website features a dedicated page with information and resources on collaborative procurement, including detailed explanations of how Sourcewell, and other collaborative contracts work and their benefits. A screenshot of our current Sourcewell and Canoe web pages have been uploaded along with our submission. • Co-Branded Content: All webinars, presentations, and outbound marketing activities are co-branded with Sourcewell and other procurement partners. This includes prominently featuring their logos and links in email marketing campaigns, further reinforcing our collaborative approach. • Cross-Promotion: We inform our client network about our Sourcewell partnership, further expanding awareness of the contract's value across multiple industries. Our Marketing and Business Development team, based just outside Toronto, coordinates these efforts centrally. We also support our sales team with tools and tactics for client communications and proposal development, ensuring consistency and alignment across all outreach activities. Please see Marketing Plan/Samples Upload under Step 2 Documents.	
41	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	Roth IAMS leverages technology and digital data to enhance its marketing effectiveness by utilizing the HubSpot platform for both client relationship management and outbound marketing. Through HubSpot, the team can track client engagement and monitor the effectiveness of our outreach efforts across specific topics, such as collaborative procurement. This data-driven approach allows Roth IAMS to fine-tune marketing strategies, ensuring that efforts resonate with target audiences. By tracking the engagement metrics of content shared via emails and other outbound campaigns, we can strategically adjust messaging to drive higher levels of interaction and interest. Additionally, Roth IAMS uses our website and social media platforms, such as LinkedIn, to regularly share industry-specific news, white papers, and blog entries that provide valuable insights to our audiences. Through detailed web analytics, the team captures key data that helps us understand visitor behavior and interests. This information allows for the creation of tailored content that is more likely to engage users and generate leads. By integrating these digital tools and leveraging the power of data analytics, Roth IAMS ensures that their marketing strategies remain both relevant and impactful. In early 2025, Roth IAMS will further elevate its digital presence with the launch of a new website, offering expanded resources and in-depth information on the value of collaborative procurement and the specific contracts available. The website will build on the company's success in sharing industry-specific news, white papers, and blog entries while also providing enhanced web analytics to capture visitor behavior. This will allow the creation of even more targeted, relevant content to better engage users and generate leads, ensuring that Roth IAMS continues to connect meaningfully with its audience.	*

42	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreement into your sales process?	In our view, Sourcewell's job is to raise awareness of cooperative procurement to current and prospective members, including awareness of specific contracts that exist. Promoting the growth of the membership is also a key function of Sourcewell's marketing team. We believe Sourcewell has an important role to play in promoting contracts arising from this RFP. We would appreciate more opportunities to collaborate on project stories to showcase the value of the partnership. In terms of integration into our sales process, we assume Sourcewell would want to communicate to their network of stakeholders through media releases and social media announcements, highlighting the partnership between Roth IAMS and Sourcewell. We envision both marketing teams working together to maximize exposure and ensure consistent messaging across platforms. We understand that Sourcewell does not promote specific vendors and is not responsible for delivering leads to any contracted vendors. Through their advocacy and legal teams, we also understand that Sourcewell is also working to expand the adoption of cooperative procurements within each of the States within the US and each of the Provinces and Territories in Canada (through Canoe). The more widely adopted cooperative procurement is, the greater the opportunity that we and other contracted vendors have to sell our services. Finally, if we have a prospective customer that has questions about cooperative procurement or needs someone to connect with their procurement team (as we generally sell to end users not procurement) to explain the process and clarify any misunderstandings, we will engage our Supplier Development team and connect the client directly with Sourcewell as the experts in procurement (as opposed to our services). As part of our previous contract we have integrated Sourcewell (and would continue to do so if awarded another contact) into our sales process in the following ways: • Sourcewell contract logo (US) and Canoe awarded supplier logo (Canada) is on all staff business cards; • Sourcewell contract logo (US) and Canoe awarded supplier logo (Canada) is on the footer of all presentation slide decks used in client presentations, marketing and sales presentations and thought leadership presentations; • Specific slide with our Sourcewell contract logo (US) and Canoe awarded supplier logo (Canada) in all relevant (public sector) sales presentations; • Cooperative Procurement Page on our website, with a specific page dedicated to our Sourcewell/Canoe contract; • Display "Sourcewell Flags" at all conferences and trade shows that we participate in; • Included general cooperative procurement awareness and training in our regular thought leadership processes (blogs, presentations, webinars); • Brought forward numerous conferences where we recommended that Sourcewell consider exhibiting, and where possible secured a booth location near Sourcewell so that we could send prospective members easily to the Sourcewell booth to learn more about cooperative procurement; and • Encourage non-members to consider joining, even if they are not interested in our services currently, given the breadth of other contracts that Sourcewell/Canoe provide. Additionally, our staff have attended Sourcewell/Canoe University sessions as well as H2O and Room to Grow to learn about the latest and greatest methods that other awarded suppliers are using to leverage their cooperative contracts.	*
43	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.	Our services are not available through an e-procurement system. Our approach remains focused on tailoring our services and solutions to meet each client's specific business processes and objectives. Offering an 'off the shelf' service through an online procurement system would limit our ability to engage with clients in a way that helps us fully understand their unique needs and craft customized proposals to meet their project-specific requirements. However, as above, Roth IAMS is working on developing some Quote Request Forms for our various services that can be uploaded to our Buy Sourcewell Page to allow prospects to provide initial relevant information that can speed up the buying process. At the time of submission, we have not finalized the documents to allow for posting on Buy Sourcewell. Assuming we are successful in our renewal, we would expect to have them ready for Q1 2025.	*

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

Line Item	Question	Response *	

44	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.	CLIENT TRAINING With regards to our professional services being proposed, although there is generally not a specific training component to the work that we do, much of the collaboration that takes place during a project, entails us informally training our clients and their staff on Asset and Facilities Management. For example, when we lead Capital Planning workshops, we always begin with an introduction to the Integrated Asset Management Framework, a Roth IAMS philosophy that we bring to all our client engagements. However, the baseline of the philosophy is an understanding of each client's unique business goals and objectives for a project or program. As such, the framework provides a guideline that is tailored to each unique client context, but not a rigid structure. Much of the framework is about educating our clients on best practices and standards for Asset and Facility Management. This informal training is provided by our Project Managers and Facilitators as part of our on-going project collaboration. For the SLAM software tools that support our professional services, included in the annual license fees for the software is unlimited training in the usage of the tools. The training is provided by a Roth IAMS team member who is familiar with both the client's business objectives and processes and the software being used. This is often our Project Manager or a senior member of our project team. Training can be requested by the client at any time during the license period. Additionally, when we have major software releases, we also offer brief training sessions for all users on the impacts of the new functionality or upgrades.	*
45	Describe any technological advances that your proposed Solutions offer.	PROFESSIONAL SERVICES – OUR UNIQUE APPROACH To support our professional services, Roth IAMS has developed a number of proprietary tools that we leverage for our clients during various project engagements. Many of these tools include data analysis and reporting templates. The following sections provide details of a few of our key tools that we bring to bear on behalf of our clients. Facility Condition Assessments: Working in collaboration with our sister company SLAM Technologies Ltd., Roth IAMS has supported the development of the SLAM CAP module. SLAM has been designed to streamline the collection and reporting of FCA data, allowing for a higher quality product at a fair price point. In addition to the assessment enhancement and efficiency tools, SLAM also provides our Capital Planning and Asset Management teams the ability to leverage the tools and reporting to support our clients during these important engagements. Roth IAMS has developed a unique Level 4 Uniformat II classification system that standardizes expected useful life and unit costs (adjusted for regional differences based on a client portfolio) for the detailed (by type) elements. This allows us to provide consistent and defensible data across large and geographically diverse portfolios. However, we recognize that each client has a unique set of needs. As such, at the start of each client relationship, we review and customize our standards to align with existing client processes, specialized procurement agreements, etc. Both SLAM CAP and our other tools integrate the unique client data setup to allow for consistent and efficient application throughout the process. Accessibility Assessment and Reporting Tools: We have developed a macro-enabled spreadsheet that is configured with the applicable Accessibility Regulations or Standards for a given area/region. Our assessors are able to quickly record the measurements and assessment observations in the tool. For any non-compliances identified, a recommendation with costs and associated Uniformat II element classification is developed to address the concern. Most other accessibility consultants do not associate non-compliances with Uniformat II (which allows for better data integration with our data sources) or provide costs to address the concerns (which allow for more complete Capital Planning). A sample of the output from our Accessibility Tool has been uploaded as part of our submission under zipped folder, titled Table 5A Value-Added Attributes. Capital Planning Tools: When working in collaboration with our clients to support the development of Multiyear Capital Plans, Roth IAMS has developed two key tools that many of our clients use to tell their asset management story. The first is the Road Map, which provides a step-by-step overview of how clients get from a long list of capital renewal needs (well beyond their budget and resources to complete) to a multiyear capital plan aligned with the current levels of funding. The Road Map allows our clients to easily communicate the logic and rigor that was applied to the decision-making process of building a capital plan. Each recommendation is given a Selection Criteria which explains why it was included or excluded from the final plan. Using the custom field generator within SLAM CAP, Roth IAMS can build a Road Map within SLAM CAP for our licensed users. We are also planning to develop a specific Road Map report, which will be automatically generated through the SLAM CAP reporting engine.	

Due to the proprietary nature of the Road Map we have not included a sample along with our submission.

The second unique tool that Roth IAMS provides is the Multivariable Prioritization (MVP) Process. Roth IAMS does not recommend categorical prioritization (e.g. High, Medium, Low) as it does not provide sufficient support for on-going asset management (Which High Priority Project is a Higher Priority?).

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

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

The MVP functionality is provided in the off-the-shelf SLAM CAP configuration allowing our licensed users to build their own MVP and have it automatically be applied to their facility and infrastructure data. *

A sample of a SLAM CAP configured MVP calculation has been uploaded as part of our submission under zipped folder, titled Table 5A Value-Added Attributes.

SOFTWARE TOOLS

There are a number of unique features that separate SLAM from our competitors, and allowed SLAM to become one of the fastest growing facilities management applications in North America.

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

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

Our all-inclusive annual subscription model provides full and complete access to the experienced team of SLAM specialists at no extra cost. Unlimited user licensing, ongoing maintenance and comprehensive training and support ensure the best user experience possible. Annual subscriptions also include:
- Application setup, configuration and installation;
- Unlimited user licenses;
- Unlimited upgrades and product versions immediately as they are released;
- Unlimited software maintenance;
- Unlimited training time, both on-site and via tele- or web-conference;
- Unlimited access to training documentation;
- Unlimited technical support via our Help Desk;
- All strategy, planning and implementation meetings; and
- Total access to all functions of the proposed software.

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

Simple. Easy-to-Use. Intuitive. User-Friendly.:
Working closely with a range of facility management stakeholders, SLAM has been designed to simplify and streamline the process of facility management. Our clients have discovered the advantages of managing facility asset management from an easy-to-use and easy-to access SLAM application, including:
- Increased facility and asset management productivity
- Improved project collaboration
- Enhanced customer service
- Easier planning and prioritization of capital renewal planning activities
- Enhanced tools and wizards to streamline on-going data management
- Reduced opportunity for human error

		• Significant IT savings As a vendor-hosted, cloud-based solution, SLAM modules can be accessed by an unlimited number of users through any standard web-enabled device, including smart phones and tablets. SLAM modules have been designed with all levels of technical competence in mind and share a consistent look and feel, so that users learn to navigate their way through the system quickly and confidently. Complimentary on-site training, webinars and in-software learning tools ensure any user questions are addressed promptly. User Engagement: SLAM is a highly configurable system, which means as we receive feedback and suggestions from our clients, we use it to improve everyone's experience. These software changes are distributed to clients immediately, ensuring you always benefit from the most up-to-date version. Flexible Integration across Platforms: Many software products are closed systems that have been designed to limit or dissuade integration with other platforms. At SLAM, we believe that to best serve our clients, their data must be easily integrated with their other IT systems (e.g. Finance). SLAM provides easy import/export tools and customized reports that allow for simple flat file integration with other platforms. For more robust integrations, detailed APIs can be developed. At SLAM we believe it is your data and you should be able to integrate it with any other software solution that you use.	
46	Describe any "green" initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	Roth IAMS believe deeply in the value of sustainability as it relates to the triple bottom line. Roth IAMS follows our Sustainability Policy that outlines the various policies and initiatives that we follow. A copy of the policy has been uploaded as part of our submission under zipped folder, titled Table 5A Value-Added Attributes.	*
47	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.	We have not received any third-party eco-labels associated with our services, or the software products that support them.	*

48	Describe approaches used by your company to align recommendations with an owner's sustainability goals.	Our company focus is on completing portfolio condition assessments and asset management planning. Our core business is focused on working with our clients to help plan future improvements to buildings so that they can provide a healthy environment for the occupants. We are proponents of managing, maintaining and improving what we have, to limit the need to build new. Often new buildings are constructed and result in others sitting idle and empty. MANAGING TRAVEL AND MOBILIZATION: We work on portfolios across Canada/US which means staff often need to travel to sites. We work with our clients to plan site reviews to consolidate reviewing multiple buildings and reduce mobilization costs and the environmental impact of multiple mobilizations. Where possible Roth IAMS employees can work from home reducing congestion on our highways and reducing CO2. We avoid unnecessary travel through team meetings, on-line meetings, telephone and email. PAPERLESS OFFICE: As an internal sustainability initiative Roth IAMS has been working towards a paperless office. Unless specifically requested by our clients we do not provide printed hard copies of reports. We conduct our peer reviews electronically. We have moved towards using iPads and tablets for site reviews to gather information and mark up drawings on site. All office paper and stationery purchased is FSC Certified, where applicable. RECYCLING AND COMPOSTING: Roth IAMS' corporate office has paper, plastic and cardboard recycling programs setup in-suite. Additionally, through our Property Manager, used printer toner, battery and electronic equipment is recycled within the building. Organic waste is composed through the building's composting program. WASTE REDUCTION: Roth IAMS provides staff with reusable cups, glasses, china and flatware in our kitchen to reduce the usage and disposal of paper/plastic alternatives. RE-USE AND SOCIAL RESPONSIBILITY: Roth IAMS gives back to the community by supporting annual clothing drives, food drives and holiday gift donation programs run within our office building and communities. ENERGY REDUCTION: Roth IAMS views Energy Management as a critical aspect to the core services we deliver. As such, we believe that Energy Assessment information should be easily integrated with other facility data such as condition information. This allows for more streamlined decision making when balancing renewal and efficiency needs with limited capital budgets. Following the frameworks provided by ASHRAE, Roth IAMS has tailored the Energy Assessment to align with our client's business objectives. For example, some clients are looking to maximize their return-on-investment when making energy upgrade decisions, while others are more concerned with Greenhouse Gas Reduction. The two scenarios are not always mutually exclusive. Hence in applying engineering first principals, Roth IAMS aligns with the client's objectives, and views energy savings through the lens of capital renewal needs. In other words, Roth IAMS provides energy management scenarios that work for our clients.

49	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?	Our clients tell us that Roth IAMS is unique in the market in that we collaborate to provide a tailored solution to align with our client's asset management goals. Our approach, which is founded on the ASTM Standard E2018-24: Standard Guide for Property Condition Assessments, is layered on client customization that specifically aligns with the client's business goals and objectives. It is in this collaborative approach that our clients rate the true value of our services. Each project is based on solid first principles of facility assessment but customized so that the data we provide is aligned with each client's unique business context. We do not do assessments only when we have additional resource capacity, nor do we do assessments just to get downstream design or project management work. Our success is reflected in our growth. In ten years, we have grown from a single employee to team of over 100 full-time professionals that include architects, engineers, specialists and technologists. We have also developed processes and tools that provide consistent and defensible data for our clients. CONTINUOUS TRAINING PROGRAM Upon joining Roth IAMS, our staff undergo and intensive one week Boot Camp that includes detailed orientation and training for all project staff, including on-site assessment shadowing of a long-term Roth IAMS employee. Following the boot camp, new staff are partnered with experienced team members as part of assessment teams to allow for further mentoring and training. Additionally technical reviewers spend additional time with each new staff member providing enhanced feedback until such a time as the new hire consistently meets our high-quality standards. At the start of each new project, each assessor will attend a training meeting led by the Project Manager and our Discipline Leaders (DLs). Training will occur following the kick-off meeting and before our assessment team goes to site. The purpose of the training will be to present the scope of work and to ensure an understanding of the specific information required for completion. In addition, Roth IAMS will provide details of overall project requirements for protocols during the completion of the site visits and will review the PSIM that will be created for this project. The PSIM is updated as project requirements change. COLLABORATION In our experience, the best project outcomes occur when an organization's strategic goals and vision can be reflected in the work that we do. To achieve this, we leverage our core value of Collaboration. Compared to our competitors, we engage our clients at a much higher rate, based on feedback we have received from many clients over the years. Many firms take an off-the-shelf approach to facility and infrastructure asset management ("Give us the keys and get out of our way"). To accurately capture the required data for a client's assets, we engage with the knowledgeable staff from the client's organization during the process, beyond providing someone to open locked doors and escort them through the facility. Although this does take more time for both our clients and our staff, in our experience, it results in a more useful end-product for the client. One of the greatest issues associated with facility and asset management today is that many organizations have staff that house tremendous knowledge of their buildings within their heads. As those experienced staff prepare to retire, the organizations face a tremendous risk if that unique knowledge walks out the door with them leaving. Throughout our project methodology we focus on collaborating with our clients to provide as much opportunity as possible to extract that institutional knowledge from the minds of our client's staff. This collaboration informs and supports the FCA/clients, which in turn provide a more solid foundation for an on-going asset management program. We exhibit the collaborative approach through: • Face-to-Face project Kick-Off Meeting; • Completion of a pilot-level program followed by a client review and debrief; • Interviews with knowledgeable building and facility staff; • Engaging our site escorts throughout the site visit; and • Integration of client-provided comments and feedback throughout the project. Please refer to Table 3, Question #31 regarding our data collection review and analysis on how we overcome project challenges.	*

Table 5B: Value-Added Attributes

Line Item	Question	Certification	Offered	Comment
50	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.		○ Yes ◉ No	Roth IAMS does not currently have any WMBE, Small Business Entity or Veteran-Owned certifications.
51		Minority Business Enterprise (MBE)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
52		Women Business Enterprise (WBE)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
53		Disabled-Owned Business Enterprise (DOBE)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
54		Veteran-Owned Business Enterprise (VBE)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
55		Service-Disabled Veteran-Owned Business (SDVOB)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
56		Small Business Enterprise (SBE)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
57		Small Disadvantaged Business (SDB)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.
58		Women-Owned Small Business (WOSB)	○ Yes ◉ No	Roth IAMS owners do not qualify for this category.

Table 6: Pricing (400 Points)

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *	
59	Describe your payment terms and accepted payment methods.	Roth IAMS standard payment terms are Net 30. Roth IAMS allows for payment by cheque or direct deposit (ACH in US and EFT in Canada). To-date we have accepted credit card payments as we have never felt a need based on our client's payment preferences. However, we would be willing to do so should a specific client require it.	*
60	Describe any leasing or financing options available for use by educational or governmental entities.	As we are offering professional services and asset management software, there are no leasing or financing options available.	*

61	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.	PROPOSAL AND PROJECT TRACKING As stated above, Roth IAMS believes that the best client outcomes occur when we tailor our world-class processes and procedures to fit within our client's organizational context. As such, it is always our preference to have an initial "Opportunity Call" with each client wherein we have the opportunity to ask a series of questions (depending on the specific service or software that they are interested in) which will provide us with a greater understanding of the overall goals and objectives of the project or program. Armed with a better understanding of the client's situation, we will then prepare a proposal outlining the scope of work, schedule and proposed fees for the specific scope of work requested. For projects that include software tools as well as professional services, a standard software license is also included in the proposal package. Upon acceptance of our proposal (on occasion we have some iterations in our proposal to ensure that there is alignment with the client), we setup a project within our ERP system Ajera. All projects whether in Canada or the U.S. are managed through our Ajera system. As such, we will have a single system that will be used to keep track of the revenue generated through Sourcewell contracts and will easily be able to generate quarterly (or monthly if preferred) sales reports. Payment of the administration fee will be made in Canadian or U.S. currency depending on the location of specific contracts through the legal entity in both countries (Roth IAMS LLC in the U.S. and Roth IAMS Ltd. In Canada). CLIENT-SPECIFIC CONTRACTUAL TERMS AND CONDITIONS In our experience most public sector clients have their own contract for professional services. In almost all cases, Roth IAMS will sign the standard terms and conditions without negotiating any changes, which streamlines procurement significantly. In many (if not most) cases the client will also issue a Purchase Order to accompany our contract. In some cases, the PO also includes the client's standard terms and conditions (typically for smaller project assignments). Roth IAMS accepts those instances from a contracting perspective. As these documents are provided by our clients and vary by clients, we have not uploaded any examples, as we are not the "owners" of the documents. In most cases the terms and conditions in the client-provided contracts are fairly similar. ROTH IAMS CONTRACTUAL DOCUMENTS In some cases (not often), clients will ask us to provide a Professional Services Agreement (PSA) to address our proposed project. In many (if not most) cases, clients will request changes to our standard PSA and SLAM license agreement. In over 10 years of business, we have never failed to negotiate mutually agreeable revisions to our standard agreements with any client. A sample of the following standard agreements have been uploaded as part of our submission under zipped folder, titled Table 6 Pricing: • Roth IAMS Standard Professional Services Agreement; and • SLAM Standard Software License Agreement. Once again, Roth IAMS is willing to negotiate client-requested changes to each of these agreements.	*
62	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	Roth IAMS allows for payment by cheque or Electronic Funds Transfer (EFT). To-date we have accepted credit card payments as we have never felt a need based on our client's payment preferences. However, we would be willing to do so should a specific client require it.	*
63	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	PROFESSIONAL SERVICES Given the variety of services that have been included in this agreement and given that Sourcewell indicated that it prefers costing models that are simple, and easy to understand, Roth IAMS is proposing deeply discounted (from our standard) hourly rates for all Sourcewell contracts. For all of the services being offered under this agreement, the project fee estimates are based on hourly rates. As	

	document upload section of your response.	such, the hourly rate structure will cover all services offered, with the exception of our supporting IT products, which will be addressed below. Roth IAMS has chosen this approach to allow us to be flexible in meeting client-specific needs as it relates to the various services required under the agreement. Providing flat fees for services would require us to provide very specific scopes of work and assumptions that would either force clients to adjust their desired scopes of work to match our assumed scope or deal with complicated adjustments and modifications to the standard pricing if they wanted to deviate from our costed approach. For example, if a client is looking for an Energy Audit, the fees for an ASHRAE Level 1 Audit are very different than an ASHRAE Level 2 Audit. A 5-Year Capital Plan requires more effort to develop than a 3-Year Capital Plan. A 10-Year Facility Condition Assessment requires less effort than a 30-Year Facility Condition Assessment. To address all the permutations or combinations of scopes of work associated with the variety of services that Roth IAMS is offering would require the development of a catalog-sized document that would require deep domain knowledge of all the services to clearly understand. We have chosen simple, discounted and flexible as our approach. We recognize that often organizations will include extremely reduced rates (sometime below actual costs) in response to RFPs like this and then inflate their hours significantly upon quoting (Budget 20 hours at $60/hr knowing that it will only take 10 hours, and therefore the actual hourly rate is $120) to allow for the desired profit margin to be achieved. Roth IAMS does not agree with this approach as we feel it does not represent true value to a client. As such, Roth IAMS will share with prospective clients the estimates of hours used to develop any client-specific budgets to ensure transparency in our development of any proposed fees. Any issues or concerns that clients have will be reviewed with Roth IAMS. In our previous submission Roth IAMS provided a specific rate schedule designed for Sourcewell. However, over time this rate schedule diverged from our standard unit rate structure as we evolved. As such, as opposed to providing specific rates, we are proposing an across the board 22% reduction on our standard published rate schedule. In this way, we, and our clients don't need to keep track of a specialized rate schedule each and every year. We can provide our standard rate table (adjusted annually on January 1 of each year) and the discounted rate based on the standard across the board Sourcewell discount. A sample of our 2025 standard rate schedule, with discounted Sourcewell rates has been uploaded as part of our submission. Each year, Roth IAMS will provide Sourcewell with an updated rate table, based on our annually reviewed rate schedule. All rates quoted herein will be offered in the home currency of each customer (i.e., US Customers will pay the rates in USD and Canadian customers will pay the rates in CAD). We felt that this was the simplest way as opposed to trying to make adjustments for a constantly fluctuating exchange rate. SOFTWARE LICENSES Although the majority of services we expect to offer under this agreement will be professional services, Roth IAMS offers a series of software tools to support data collection, capital planning, maintenance planning, and other aspects of asset management. As such, we are including provisions to provide deep discounts to our standard annual software license fees. All-Inclusive Pricing Model: It is critical to note the benefits of our all-inclusive pricing model. For an all-inclusive yearly subscription expense, SLAM provides both technology and services to guarantee a successful operation of a client's SLAM applications. The following items are included for the duration of a client's SaaS	*

		license contract, and are among the many advantages of our business model: • Ongoing application setup, configuration and support • Unlimited user licenses • Unlimited upgrades and product versions immediately as they are released • Unlimited software maintenance • Unlimited training time, both on-site and via tele- or web-conference • Unlimited access to training documentation • Unlimited technical support via our Help Desk • All strategy and planning meetings • Total access to all functions of the proposed software Please note that disbursements for travel and accommodation are included in Annual Subscription Fee(s). New development or client-specific feature requests are not included within the annual subscription. The costing model used for SLAM is based on the total square footage of the portfolio included. We are offering Sourcewell clients a 20% reduction from our standard pricing rates at the time of licensing. As software licensing costs are quite dynamic, and in the spirit of transparency, we will provide each client with our current "standard pricing" for the software licenses and the 20% discount. Our initial implementation fees are generally between 25% and 50% of the first year's license but can vary depending on the complexity of implementation and existing data to be uploaded. As such, the implementation fee will also be discounted by the 20% as well.	
64	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.	As outlined in Response 5, Roth IAMS is offering an across-the-board 22% discount on our standard annual hourly rates for the duration of the contract. In our previous contract we offered between 20% and 30% discounted rates. In conducting an analysis of the quotes provided from our existing contract, the average total savings was approximately 22%. As a result, we felt that a simple, standard preferred discount rate would be easier for our clients to understand and would be easier to administer over the life of the contract. By using the real-world data from our previous contract, we are able to maintain the same level of cost savings offered in 2021, while making the process easier for clients to understand. Additionally, we are offering a 50% reduction in our standard administration fee (5% vs. standard 10%) of third party (hotels, flights, meal, rental cars, etc.). For our supporting software licenses, we are offering a 20% discount from our standard pricing list.	*
65	Describe any quantity or volume discounts or rebate programs that you offer.	The discounted hourly rates that we are offering are valid for any volume of hours used for a client-specific engagement. However, for most of the services offered there are significant economies of scale for clients that are requesting services for a larger portfolio. For example, the cost to do a FCA on a single building will be higher than the cost of assessing the same building as part of a 20-building portfolio. Also, the cost to assess a 1M sq.ft. building is much less than the cost to assess ten 100,000 sq.ft. buildings, even though the square footage is the same. Again, in sharing the cost estimates that we use to develop our fees with our prospective clients, we feel that these economies of scale will be easily communicated and understood by all clients.	*

66	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.	In providing the services that we are offering under this agreement, Roth IAMS will need to mobilize to client sites. This will require third party costs for things like flights, hotels, etc. Roth IAMS is offering a 50% discount on our standard 10% administration fee (5% for Sourcewell contracts) that we charge on third-party costs. This administration fee will not be charged where client-specific procurement rules forbid it. In the event that we require a third party subconsultant (e.g. Specialist Elevator Consultant), Roth IAMS will offer a 50% discount on our standard 10% administration fee (5% for Sourcewell contracts) to Sourcewell end clients. However, it should be noted, that given the diversity of expertise that our staff possess, we do not generally require subconsultants when offering the services included in this submission.	*
67	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.	The only additional cost that would not be covered by the Professional Fees and/or Software licenses that have been included herein are the cost to acquire Asset Tags for Equipment Inventory and Tagging projects, that we acquire from third-party providers. The cost of each tag is dependent upon the number of tags purchased, the complexity of the tag design as well as the material of the tag. Given the large volume of asset tags that we procure, we typically receive tags at a 50% discount to standard costs. As part of this partnership, we will pass these savings directly on to Sourcewell's partners.	*
68	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	Freight, shipping and delivery are not applicable for the professional services that we are proposing. Many of the services that Roth IAMS are offering under this agreement require mobilization to client sites. As such, air and ground travel for staff are sometimes required. Additionally, all software offered under this agreement is SaaS and therefore requires no shipping or delivery.	*
69	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	Freight, shipping and delivery are not applicable for the professional services or web-based software that we are proposing. Many of the services that Roth IAMS are offering under this agreement require mobilization to client sites. As such, air and ground travel for staff are sometimes required. Air travel would be required for Hawaii and Alaska (in theory we could drive, but it would not be reasonable to do so). As we have nearly 120 staff located across Canada, there are no travel restrictions or issues within Canada, or the United States. Given that our services require the mobilization of staff to the project site, in Canada and US we have intentionally hired staff in some major cities, to minimize travel restrictions and expenses. Several of our team members have been involved in a project completed in Alaska (prior to founding Roth IAMS). To support sustainability initiatives, wherever possible Roth IAMS provides digital versions of our final deliverables as opposed to hard copies. In instances where a client requires hard copies, Roth IAMS will either print the documents locally to where the client wants the documents delivered. In cases where this is not possible, we will ship the documents using a standard courier. As such, we do not foresee any issues shipping to Hawaii, Alaska or within Canada.	*
70	Describe any unique distribution and/or delivery methods or options offered in your proposal.	As everything that we are offering is related to professional services or web-based technology, distribution is not considered relevant for the services that we are offering.	*

71	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.	All Sourcewell contracts will be consolidated through our President & CEO, Bill Roth, to ensure that he is aware of any work being done through our Sourcewell partnership. He will oversee the pricing and the project setup to ensure that proper contracts are signed, rates are used and expected levels of service are maintained. For our current contract, we often (but not always as some clients have specific requirements for a proposal response), provide the client with the theoretical costs that they would have paid had we used our Standard Rates and the proposed fee based on the preferred Sourcewell rates. This was mainly due to the variable discounted rates that we used in our 2021 agreement. However, with the across-the-board 22% reduction, we can more simply communicate the 22% discount available through Sourcewell. Within our Ajera financial system we have created a Sourcewell Rate Schedule that will ensure that all projects completed through the Sourcewell contact will utilize the proper rates as the basis for estimation and execution. This will also allow us to easily run reports on a quarterly basis to determine the amount invoiced to all clients using the Sourcewell rate schedule. We will design a report from Ajera and review it with Sourcewell, which will be used to report our invoiced sales and also the quarterly administrative fee that is owed to Sourcewell. To streamline our internal processes, all projects that are contracted through Sourcewell are given a special project number (500 series) to allow for easy review, internal auditing as well as tracking of Sourcewell administrative fees. We also recommend that we meet at least once a year to review our successes with the partnership and to discuss how together we can enhance and expand on the success that we are able to achieve. In terms of remittance of payment of administration fees, as we have throughout our current Sourcewell contract, we have the ability to process EFT payments. Based on our quarterly report, Roth IAMS will issue an EFT to Sourcewell for the amount owed during the previous quarter. Ideally, we would prefer to receive an invoice or something formal from Sourcewell for our own internal records associated with the payment. However, we can work out a process that aligns for both parties should we be successful. Should Sourcewell wish to audit our records associated with Sourcewell contracts, we are willing to "open our books" to demonstrate our compliance with guidelines, contracts, rates, etc. The process that is outlined above is similar to the one used as part of our partnership with OECM. Our identification as a Platinum Service Provider demonstrates our compliance with OECM protocols, as well as our success in leveraging a similar partnership to the one we are hoping to develop with Sourcewell.	*

72	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.	The simplest overall metric to track the success of our progress with the Sourcewell partnership will be the overall revenue secured through contracts with end clients. However, we do not feel that this metric is sufficient. In addition to a total overall goal for revenue, we will also create KPIs based on the number of new clients secured through Sourcewell. This way, if we get one large contract early on, we still are incented to keep working to secure additional new clients. Additionally, an initial small contract with a new client can also balloon into a much larger downstream opportunity. We have had tremendous success since our founding, of taking small initial assignments with clients and turning them into long-term lucrative relationships. Having a strong focus of on-boarding new clients keeps our team driving towards expanding our client list. At Roth IAMS we believe in reciprocation. As such, in addition to working with clients on Sourcewell's current partner list, Roth IAMS will also work to get new clients added to the list as well. As such, we will set a target for new clients brought to Sourcewell as partners. Since 2021, through Roth IAMS encouragement, many new customers have signed up to be Sourcewell/Canoe members in order to engage us for our services and/or software. For example, Canoe had been trying to get the City of Vancouver engaged as a member. Roth IAMS had an expiring multiyear contract for FCAs that was expiring. They wished to continue their relationship with Roth IAMS and joined Canoe specifically to negotiate a "blend and extend" of our expiring contract. Roth IAMS also conducts client satisfaction surveys for our projects. We have internal KPIs that measure success by project manager. If successful, we would measure the customer satisfaction on projects secured through Sourcewell and can provide that data to Sourcewell as it becomes available.	*
73	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.	Roth IAMS is proposing a 2% administrative fee to be reported and payable to Sourcewell quarterly. We assume that the reporting and payment, as it was with our 2021 agreement, will be based upon invoices paid during the quarter for projects contracted through Sourcewell.	*

Table 7: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments	
74	The pricing offered is as good as or better than pricing typically offered through existing cooperative contracts, state contracts, or agencies.	The discounted rates that we have provided to Sourcewell and its members for both our professional services and software solutions are the best rates that we offer to the market.	*

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

Line Item	Question	Response *	
75	Provide a detailed description of all the Solutions offered, including used, offered in the proposal.	Roth IAMS is pleased to provide Sourcewell with detailed overview of the scopes of work we are offering as part of this proposal. However; as we explained in other sections of our submission, one of our key differentiators is that we tailor our solutions to meet a client's specific needs and objectives. As such, the information provided is somewhat general in nature as each client's unique needs will result in customization of our deliverables and process. Each of these services can be offered at a portfolio-level for overall planning purposes or can be enhanced to provide a "deeper dive" into a single facility where	

a client is considering a major intervention (Renewal, Demolition, Repurposing, etc.).

Additionally, we can integrate these stand-alone services into a consolidated project scope of work that provides economies of scale and cost savings for clients.

Project Management (On All Services Offered)
Roth IAMS recognizes the criticality of Project Management (PM) to the success of any portfolio assessment project. Demonstrating our commitment to PM, Roth IAMS has created the Project Management Office (PMO), which is responsible for the oversight of all Roth IAMS projects throughout North America. In collaborating with the PMO, the client can be confident that its project will be led by an industry veteran with experience in both completing and managing FCA projects. For all the services we provide below, we leverage the following Project Management tasks.

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

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

Regular Project Update Calls:
Roth IAMS recommends, at a minimum, monthly project update calls, which will be done using Microsoft Teams to create a virtual collaborative workspace.

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

FACILITY AND BUILDING CONDITION ASSESSMENT AND AUDITING
The following provides a general methodology that we would typically employ on a FCA project.

METHODOLOGY
The FCA will generally be performed in accordance with the requirements of the ASTM Standard E2018-24: Standard Guide for Property Condition Assessments. Uniformat II Level 3/4 is the de facto industry standard for building system nomenclature.

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

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

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

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

the element.

Condition Rating:
Each element will be assigned a condition rating based on our assessors' experience. We recommend defining a detailed condition rating system to allow for consistent application across multiple buildings and based on multiple assessors. Roth IAMS will work with the client to develop a condition rating scale.

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

QUALITY ASSURANCE PROGRAM
Roth IAMS employs a proven approach to QA/QC that has been used successfully by our team members including:
- Initial Project-Specific Assessor Training provided by Project Manager and Discipline Leaders;
- Development of a Project-Specific Instruction Manual;
- Desktop QA/QC by Discipline Leaders; and
- Pilot-Level Program.

ENERGY, UTILITY AND EMISSIONS ASSESSMENT AND PLANNING

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

ASHRAE Level 1 Energy Assessment:
Following the utility analysis, a walk-through assessment of the subject buildings' operations and infrastructure will be completed to identify major energy and water using equipment and practices.

The resulting energy and water assessment summary report will be used to communicate the current configuration of the facility and its infrastructure as well as the results of the analysis and on-site assessment. The energy and water assessment report will include the following:
- o Executive summary;
- o Introduction;
- o Facility and process description;
- o Utility analysis;
- o Identification of Energy conservation measures based on the walkthrough assessment;
- o Energy conservation strategy summary;
- o Estimated order of magnitude savings and potential capital cost summary (unit costs in some cases); and
- o Conclusions and recommendations.

ASHRAE Level 2 (Detailed) Energy Assessment:
On-Site Assessment
Following the utility analysis above, our Energy Assessors will work with the appropriate client stakeholders to complete the assessment. All aspects of the facility's operation will be reviewed in order to first understand how the building is constructed and how it currently operates. Information gathered on the mechanical, electrical, and envelope systems will be used in the next step of the program to generate the energy model and assess the ECMs. This includes a detailed equipment inventory of each facility. This inventory will include gathering information from equipment nameplates and shop drawings. This includes an inventory of the lighting. Where necessary field measurements may be taken to establish the information required for the analysis. Interviewing operational staff is essential to gaining the understanding of how the building operates. The interview will occur during the site visit if the operations staff are locally available otherwise a call will be set-up to conduct the interview. By involving the client's staff in the assessments, they will gain a better understanding of the program.

Existing Building Energy Analysis
The next step is to determine the current energy use breakdown for the existing building, in other words, where is all the energy being consumed in the building? This will involve calculating the energy use of the building systems. Based on the results of the analysis we will be able to determine the breakdown of energy use. This will provide us with a better understanding of how energy is used in the facilities and allow us to identify ways to reduce energy consumption as well as provide confidence in the potential savings calculations.

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

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

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

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

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

SITE, SAFETY AND CODE INSPECTIONS

FIRE/LIFE SAFETY AND CODE ASSESSMENTS
A fire/life safety and code assessment of the built environment is inherent to protecting occupant and asset life.

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

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

- A baseline assessment using a screening checklist that highlights fire and life safety protections required in a building by the local jurisdiction having authority. The checklist will consider the major occupancy classification of the facility and will make reference to the article prescribed in the code. The checklist will be designed to identify obvious violations that need to be corrected to minimize the occurrence and spread of a fire hazard as specified in the fire code. The checklist will focus on fire department access, fire alarm system, fire suppression system, fire safety plan, fire and smoke control, emergency egress, exit lights, emergency lights, housekeeping, etc.; or
- A comprehensive assessment, where an in-depth checklist that references the applicable fire code, by-law or the relevant NFPA is used to track non-compliances. Where required, an opinion of probable cost to implement the improvement is provided.

SPACE UTILIZATION AND PLANNING

Many of our projects have included a space utilization analysis. Where there are specific space standards that exist our team will collaborate with our clients to provide the required data and analysis. The SLAM CAP software can be configured using its unlimited custom fields to develop functional and space planning checklists that will form the basis of our assessment.

GEOGRAPHIC INFORMATION SYSTEM (GIS) SERVICES
During many of our collaborations with clients we have provided integration of our data with a client's GIS system. All our data tools have been designed to integrate with any system that is willing to integrate with us.

As examples, we have created campus-wide or municipal-wide heat maps for a variety of data, such as Facility Condition Index, Energy Intensity and other facility/building level data. This is another effective means of clients using a picture to present complex facility and infrastructure asset management data to provide better understanding to non-facility professionals.

Additionally, we have integrated our surface and subsurface infrastructure assessments with clients GIS mapping. This allows clients to link the "sections" of elements within their GIS to the elements within our assessments. As data is updated in the GIS or in our tools, the changes can be "fed back" into other software to streamline data management. The University of Saskatchewan in Canada is the best example of this deep level of collaboration related to GIS consulting.

Finally, when we are working on parks and infrastructure condition assessments, our team has experience working with the ArcGIS Collector App to father on-site data. Roth IAMS has worked with clients to configure their GIS system and the Collector App to accept the various data that we are being asked to accept. Once collected the data seamlessly uploads into ArcGIS allowing the data to be geospatially represented and reported on. *

FEASIBILITY, SUSTAINABILITY AND LIFECYCLE ASSESSMENT

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

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

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

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

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

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

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

ASSET, CAPITAL AND DEFERRED MAINTENANCE PLANNING & ASSET CLASSIFICATION

Multivariable Prioritization (MVP):
Roth IAMS has extensive experience integrating Risk Management (Risk/Likelihood of

Failure and Consequence of Failure) into Capital Planning Priority structures. We have developed a proprietary process called Multivariable Prioritization (MVP) that we feel will align with the client's objectives to address Risk Management, while also considering other non-risk-based factors that influence capital decision making within the client.

The overall goal of the MVP is to provide a numerical priority score that can be applied to each recommendation within an FCA.

Roth IAMS does not recommend categorical prioritization (e.g. High, Medium, Low) as it does not provide sufficient support for on-going asset management (Which High Priority Project is a Higher Priority?).

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

Roth IAMS ensures that the appropriate aspects of the Risk Assessment and Failure Modes are included in the final MVP.

Roth IAMS then develops a priority matrix that is submitted to the client for review and comment. Upon approval of the matrix, Roth IAMS develops priority scores for each recommendation in the Consolidated dataset and presents it to client.

3 to 5-Year Capital Plan:
Roth IAMS collaborates with the client to develop Multiyear Capital Plans for their buildings and infrastructure assets. Throughout this process we assist clients in selecting the specific projects from the list of needs provided through FCAs that almost always far exceeds the available budgets. The MVP developed as part of the scope outlined above will inform many of the specific project selection decisions.

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

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

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

BENCHMARKING SERVICES & QUALITY ASSURANCE

BENCHMARKING

Roth IAMS integrates benchmarking into a number of the services described above. However, when provided with consistent and defensible data from a client we can also provide Benchmarking as a Stand-Alone service to clients that have that specific need.

During most FCAs, Roth IAMS develops a Facility Condition Index (FCI) for each building assessed. FCI is the industry standard for benchmarking the condition of assets within and across portfolios of buildings.

FCI = Renewal Needs in a Given Period of Time X100
____
Current Replacement Value

Additionally, some clients request a Requirements/Recommendations Index (RI), which can include the costs for addressing readily visible code infractions as well a recommended upgrade scenarios.

A key part of our Energy Assessments and Management consulting is to always benchmark the energy usage of a subject building to readily accessible benchmarks such as EnergyStar and others. Additionally, we recommend our clients look at the

Energy Intensity (Energy Consumption normalized for Building Size) as an internal benchmark to compare energy performance across a portfolio.

All of our Asset Management Plans (AMPs) include the development of Levels of Service (Current, Target and Future) that are used as benchmarks for the specific asset class that they are applied to measure the success of proposed AM measures that will be implemented. The development of client-specific LOS is a highly collaborative step in the AMP development process.

Roth IAMS can provide benchmarks for specific spaces or areas within a building against current industry standards (e.g. classroom size, clinical area, office size per person, etc.). By seeing how a specific space or series of spaces matches up against the industry standards, we can provide guidance and insight on how reorganization of the functional programming can create a more effective built environment for our clients.

With our highly collaborative nature, we have also worked with specific clients to develop unique benchmarks that provide that client with a KPI, or a measure of success or progress.

QUALITY ASSURANCE
Roth IAMS has developed a detailed QA/QC program that we apply to all of our professional services. Additionally, Roth IAMS provides outsourced facility data management services, through our "Data Team".

As part of the data management services, Roth IAMS provides the following:
- Review and QA/QC of data collected by internal client staff, or other third parties;
- Updating data based on completed capital and maintenance activities; and
- Training to client staff on how to maintain their own dataset.

These services are often combined with our Capital Planning services as part of an overall data management engagement.

PROJECT MANAGEMENT AND COORDINATION WITH FACILITY OWNERS

Roth IAMS has developed a series of complex Project Management tools to assist us in managing our various types of projects. We can also use these tools to assist our clients in managing internal projects and coordinate/facilitate distinct scopes of work.
The project tracking sheet is developed at the outset of the project and kept current by the PMs and team. During the project status meetings, the project tracking sheet is shared with the client.
To ensure the successful project delivery for the client, we utilize a set of management techniques that will optimize project efficiency, enhance collaboration, and ensure the highest quality outcomes.

Overview of Techniques:
1. Integrated Project Management (IPM):
   o Detailed Project Planning: We will develop a comprehensive project plan that outlines all phases, milestones and deliverables, and timelines, which will ensure timely delivery, and efficient resource use. This plan will be created in collaboration with the client to ensure alignment with their objectives. Specifically, on multisite portfolios, Roth IAMS uses a spreadsheet to track the project progress. The tracking, which is in Microsoft Excel, is structured to track each stage of the project progress: site visit dates; draft report status (in-progress, complete); technical review (quality control); client's review; and final report submission. In addition, the tracking sheet is also configured to include salient features, and any nuances noted with the building; The project tracking sheet is developed at the outset of the project and kept current by the team. During the project status meetings, the project tracking sheet is shared with the client; and
   o Resource Allocation and Optimization: We will use advanced project management software to efficiently allocate resources, ensuring that the right expertise are available when needed.
2. Technical Excellence and Quality Control:
   o Best Practices: Our team will adhere to the highest standards, incorporating industry best practices into every aspect of the project; and
   o Quality Assurance (QA) and Quality Control (QC): We will implement robust QA/QC procedures, including regular peer reviews, to ensure the quality and reliability of our deliverables.
3. Client Collaboration and Communication:
   o Regular Progress Meetings: We will schedule regular meetings with the client to review project progress, address any concerns, and make necessary adjustments. This ensures that the project remains on track and that the client is fully informed; and
   o Transparent Reporting: We will provide detailed progress reports at agreed intervals, including updates on milestones, budget status, and any potential risks or issues.

		4. Risk Management and Mitigation: o Risk Assessment: At the outset of the project, we will conduct a risk assessment to identify potential project risks. Mitigation strategies will be developed and integrated into the project plan; and o Continuous Monitoring: Risks will be continuously monitored throughout the project, with proactive measures taken to address emerging challenges. The project's progress will be monitored using key performance indicators (KPIs), client feedback, and regular project reviews. We will make adjustments as necessary to ensure that the project stays on track, within budget, and meets all technical and quality requirements. These management techniques have been selected to ensure that the project is completed on time, within budget, and to the satisfaction of all stakeholders. They will provide the structure and flexibility needed to navigate the project's complexities and deliver successful outcomes. CONTRACT MANAGEMENT AND FINANCIAL MONITORING As part of our Facility Management Consulting (FMC) Practice, Roth IAMS can collaborate with our clients to develop terms of references and go to market to secure outsourced FM services and products (e.g. HVAC Maintenance). Additionally, our team can monitor the performance of the selected contractors through the life of the contract to ensure compliance with the scope of work as well as the financial obligations under the contract. However, Roth IAMS is not a cost consultant, nor are we a Project Management firm. Again, where our clients require these services, we have a network of partners that can support our clients in leveraging the data and plans that we develop in collaboration with them, in executing the required capital renewal work. BUDGET DEVELOPMENT AND PROGRAM MANAGEMENT SERVICES Project selection and budget development are key components of our Capital Planning Process that is outlined above (Asset, Capital and Deferred Maintenance Planning). With regards to Program Management, Roth IAMS does not provide Construction or Renewal Project Management Services. However, we do provide Asset Management (AM) Data Management Services. In our experience, many organizations successfully build a solid AM system, but fail to assign the appropriate resources to maintain the data going forward. Roth IAMS has built a team of AM data experts that provide the capability and capacity to keep the dataset(s) current and allow for long-term value from the AM Program. This process involves a client outsourcing the AM Data Management to our team. In this way, Roth IAMS manages the appropriate Asset and Equipment data and keeps it up to date as maintenance and renewal projects are implemented. Working with whatever appropriate Computerized Maintenance Management System (CMMS) or Capital Asset Management System (CAMS), Roth IAMS staff work directly in the client's software to ensure that real-world changes to equipment and assets are captured and integrated into future planning and management processes.	
76	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	FACILITY CONDITION ASSESSMENTS DESKTOP PORTFOLIO MODELING The following sections will provide details on each of the phases of the desktop modeling process. Creation of Building-Type Models Roth IAMS will review the in-scope buildings with the client and agree on the different type of building templates that will be required to provide sufficient overview of the existing portfolio. Each in-scope building across the entire portfolio will be assigned the most relevant template. Roth IAMS will create an expected list of elements at Uniformat II Level 1 or 2, which will be reviewed and approved by the client. Additionally, Roth IAMS will develop a square footage costing for each template using the list of elements, based on Marshall & Swift cost guide, indexed to your local geographic region. Roth IAMS has assumed that no more than 8 different templates would be required to model the entire client portfolio. Should the client already have Current Replacement Values (CRVs) for each of its buildings, this step will not be necessary. As such, the cost to provide this will be included as an optional fee.	

The Building-Type Models will form the basis of the lifecycle modeling for each in-scope school building.

Lifecycle Modeling of Element-Level Data Gaps
Using the selected template for each in-scope building, the client-provided date of construction of each individual building, the Expected Useful Life (EUL) values for each Uniformat Level 1 or Level 2 Element as well as the agreed upon Unit Costs, Roth IAMS will forecast the list of future renewal needs for each in-scope building.

The CRV for each building will be calculated by multiplying the square footage costing developed above by the square footage of each building (only if client does not currently have CRVs).

Client-Informed Review of the Lifecycle Models
The purpose of the client's review of the modeled data is to update information on the real-world information related to the Uniformat Level 1 or 2 elements, such as presence/absence and updated date of installation (where it differs from the original date of construction of the school).

Roth IAMS will develop a worksheet by school location and share it with the appropriate knowledgeable client staff for their review. We will provide a list of instructions within the worksheet and can schedule a call with all staff involved to provide initial training on the process.

Once each individual worksheet is returned, Roth IAMS will consolidate all of the data into a single import worksheet, which will be provided to client staff for review and approval.

Importing Existing FCA dataset (assumes the client is using SLAM CAP)
Roth IAMS will configure a unique SLAM CAP database to align with the client's existing processes, terminology, and dataset. We assumed the URL would be: clientname.slamtechnologies.com. Should the client wish to use a different URL, the client just needs to inform us of their preferred choice.

Upon completion of the modeling, Roth IAMS will import the FCA data into SLAM CAP using the off-the-shelf data import tools.

SLAM CAP will provide client with the ability to report on and forecast future capital renewal needs, as well as develop Key Performance Indicator (KPI) dashboards to visualize the data and run different funding scenarios for individual buildings, groups of buildings or the entire client Portfolio.

By having the modeled data within SLAM CAP it will streamline future element-level Facility Condition Assessments (FCAs), should the client proceed.

In the event that a client is not using SLAM CAP, our team will work with the client's superuser associated with their asset management software to design the output of our modeling exercise to align with the configuration of the system that will be receiving our modeled data.

CALCULATION OF CURRENT REPLACEMENT VALUE (CRV)
On completion of the FCA, the Current Replacement Value (CRV), which is the cost to reconstruct the building, will be calculated using the Sum of the Parts Methodology provided through SLAM CAP or by buildings the value using the Marshall and Swift Valuation Services cost guide (cost guide). The cost guide is widely used by appraisers to determine improvements and the replacement value of buildings. The CRV will include material, labour and design costs.

CALCULATION OF FACILITY CONDITION INDEX (FCI)
Using the CRV for each building developed by Roth IAMS, we will develop a Facility Condition Index (FCI) for each building.

$$\text{FCI} = \frac{\text{Renewal Needs in a Given Period of Time}}{\text{Current Replacement Value}} \times 100$$

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

When using the SLAM CAP software, the FCI can be configured by each client based on what type of recommendations are included/excluded and what Uniformat II elements are integrated into the calculation. Based on the client-defined configuration, SLAM CAP will automatically provide multiple FCIs, based on differing time horizons as defined by the client.

INFRASTRUCTURE CONDITION ASSESSMENT (ICA) METHODOLOGY
In addition to our expertise in FCAs, Roth IAMS has completed numerous assessments of site infrastructure. In cases of single building sites, Roth IAMS integrates the site elements into the FCA report. However, for multi-building sites or campuses, Roth IAMS often prepares a stand-alone report on the condition of the infrastructure.

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

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

The ICA will generally be performed in accordance with the requirements of the ASTM Standard E2018-24 Standard Guide for Property Condition Assessments (PCA). However, several enhancements are recommended beyond a standard PCA and these are outlined below. The ICA will include the assessment of the components consistent with the Uniformat II G - Building Sitework nomenclature.

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

- Roadways;
- Parking Lots;
- Sidewalks;
- Steps/Retaining Walls;
- Fountains;
- Flagpoles;
- Fencing;
- Site Lighting;
- Emergency Call Stations;
- Site Communication Systems; and
- Service Tunnels.

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

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

Reporting
Roth IAMS will utilize the SLAM CAP software to collect the on-site data and produce the ICA reports and supplemental data tables. Additionally, the same QA/QC program will be utilized as outlined in the FCA section above.

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

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

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

Roth IAMS recommends that we co-chair a Stakeholder Engagement Session with the client Project Manager.

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

Concurrent with the dataset development, Roth IAMS will review and develop an Asset Naming/Numbering Convention to be used to identify/tag each piece of equipment inventoried. For the purposes of planning, we have assumed that the equipment/assets will be tagged by either a bar code or QR code and have a unique identifier or number that will not require on-premises printing production.

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

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

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

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

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

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

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

Software Tools:
Roth IAMS utilizes the SLAM EQUIP module to facilitate the collections of Asset Inventory and Tagging information. Following our initial project, we can also license the EQUIP module to our clients to allow them to streamline the data management

when equipment is being replaced as part of Operations and Maintenance and/or Capital Plan completion. EQUIP allows clients to easily update data on existing equipment from any mobile-enabled device.

SITE, SAFETY AND CODE INSPECTIONS

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

- A baseline AA Screening Checklist, which is completed during the FCA site visit by our assessors. The AA checklist, which is based on ASTM E2018-24, is configured to identify potential barriers solely through visual means (no measurements obtained) and with no direct reference to a prescribed code or guideline. A requirement with high-level cost estimate (Class D) to address the barrier (accessibility improvement), if requested, will be included in the capital and maintenance renewal funding table. The site visit for the accessibility assessments will be undertaken concurrent with the FCA. A separate report, which will include the completed accessibility assessment checklist, a photolog highlighting especially the noted accessibility barriers, as well as our scope, approach and limitation to the accessibility assessment may form part of the submission; and
- A comprehensive AA, which is structured to address barrier to the prescribed code, or guideline. Measuring tools (conventional or digital tape-meter, slope-meter, force gauge, etc.), are used by our assessors (accessibility specialists) to analyze and confirm the barrier. Where the institution or municipality has a Facility Accessibility Design Standard (FADS), the options are discussed, and the AA approach restructured based on the client/owner's objectives. The comprehensive AA focuses on:
- Accessible designated parking areas;
- Exterior paths of travel including curb ramps;
- Exterior stairs and ramps;
- Exterior entrances;
- Way-finding signages;
- Interior paths of travel including stairs and ramps;
- Elevators;
- Washrooms and changerooms; and
- Common areas, offices, auditoriums, gymnasiums and designated classrooms.

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

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

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

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

LONG TERMS FACILITY MASTER PLAN
The following sections outline our proposed approach to develop the Long-Term Facility Master Plan for our clients.

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

- The first addresses the personal structure and space standards used to determine what kind of, and how much space is required, for the staff complement presently housed. This will include forecasts for growth in staff complement for the

short term (5 years) and the longer term (10 years); and
- The second set of questions are functionally based: addressing what space is needed – outside of staff office space – that has to be there for functional reasons. This might include specialty space, shops, labs, garage, and similar spaces in which some process or specific function occurs.

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

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

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

Develop Departmental Space Budgets:
These are high level programs that identify net space requirements of items 2 and 3 above. The program then adds both component gross and gross up factors to determine a budget for the unit. This budget is independent of the existing space and represents the estimated amount of space to properly support the function of the unit.

Fit Analysis:
This is where the rubber meets the road. This assessment is to determine if the space in which units are currently housed actually align with the program. The discovery at this point addresses both the quantity of required space against what exists, and the quality of that space functionally – that is, does it work for its intended purpose.

Identify Gaps:
The outcome of the Fit Analysis will identify the exact fit and it is at this stage that the lack of fit is spelled out and quantified. This lack can be too much space, too little space, space not fit to purpose, or some combination of these.

Develop Alternative 10 Year Strategies:
The gap analysis will present a number of ways of correcting the lack of alignment with program. This can be in repurposing space, building new space, expanding existing space, consolidation of multiple areas into one, etc. There will be several paths that can be followed. The issue here will be determining the best value route which brings us to the next step.

Review Strategies and Identify Best Value Path:
We will examine the various paths with the idea of narrowing the selection to the best value available. This does not mean the cheapest, but the path that optimizes both cost and function. There are a number of techniques used here that are broadly called decision modelling. This is a technique that can allow us a clearer view of the choices available and determine the best path to take.

Document the Plan:
We will assemble all the documentation and plans for the project and document the process, the program budgets, the fit analysis and decision model to the best path solution into a coherent report.

ASSET, CAPITAL AND DEFERRED MAINTENANCE PLANNING AND ASSET CLASSIFICATION

ASSET MANAGEMENT PLANNING

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

Small Group Workshops
Assuming that there are different departments that are responsible for each of the different asset classes being included in the AMP, Roth IAMS proposes a short session be scheduled to review the current AM practices that are used for each of the asset classes included in-scope.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Infographic:
They say a picture is worth a thousand words. Roth IAMS uses infographics, with clean and easy to understand graphs and tables to replace what are typically wordy Executive Summaries. The infographic provides a concise and easy to consume overview of the data on which the AMP was based.

Improvement Plan:
Throughout the project, Roth IAMS will identify potential ways that could improve the client's future AM processes, practices, and plans. These items will be summarized in the Improvement Plan section and can be used as a Road Map for the client to follow.

PREVENTATIVE MAINTENANCE PLANNING

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

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

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

- Task Name/Description;
- Recommended Discipline for Completion;
- Estimated Duration;
- Recommended Frequency;
- Consumables; and
- Lock-out/Tag-out Needed.

Roth IAMS will work with the client to determine the best format for the delivery of the PM tasks to allow for streamlined integration with the client's Computerized Maintenance Management System (CMMS).

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

Identifying Performance Standards, Delivery Methods and Risk/Contingency Plans:
Roth IAMS believes that a solution based on close collaboration between our team and our clients results in a much more appropriate solution than one we would develop in isolation.

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

It is critical to identify KPIs early in the process to allow for the design of datasets

		to include the information needed to measure the KPIs. The deliverable for this phase will be a list of KPIs agreed to by the client leadership, which will include current targets that can be measured immediately, as well as future targets that will be based on the evolution and expansion of the PM Program. Setting Current and Future Targets Based on the selected list of KPIs (current and future), Roth IAMS will collaborate with clients to set current and future targets for each KPI that will be used to measure the success of the PM Program. The roll-out of each specific KPI will be based upon the roll-out of the specific tasks within the PM Program. The deliverable for this phase will include a list of proposed targets for the current KPIs, as well as recommended targets for the future KPIs. SOFTWARE TOOLS: The SLAM CAP Module provides our clients the ability to manage their on-going Capital Planning and Asset Management processes while also keeping their asset data current and reflective of the most recently completed capital projects. The SLAM Prevent Module provides clients with the ability to import their equipment/ asset inventory data and build various scenarios for Preventative Maintenance Plans that align with current resources. Embedded in Prevent is a comprehensive list of PM tasks by Uniformat II code that include the frequency, duration, discipline and recommended materials. A client can enable or disable the tasks and Prevent will prepare a summary of the costs and resources required to complete the selected tasks. Tasks can be selected for a type of equipment across the portfolio or specific tasks can be selected for a specific piece of equipment. Prevent allows users to work from a 50,000 square foot level down to an individual mechanical room in a specific building.	

Table 8B: Depth and Breadth of Offered Solutions

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

Line Item	Category or Type	Offered *	Comments
77	Facility and building condition assessment and auditing	◉ Yes ○ No	From generalist-level FCAs to specialist-level team that will consist of numerous discipline experts, we can provide these services across North America. Since being founded in 2014, Roth IAMS has completed FCAs for over 15,000 facilities totalling over 350 million sq.ft. We align our FCAs with ASTM Standard E2018-24: Standard Guide for Property Condition Assessments and utilize the Uniformat II asset nomenclature ASTM Standard E1557 – Standard Classification for Building Elements and Related Sitework) to allow the data to easily be rolled up into high-level Asset Management and Capital Plans, while also giving clients granular data with which to implement their plans and align with Operations and Maintenance Practices. However, we tailor our scope of work and the data gathered to align with each client's unique business and project needs. We have full-time staff across all disciplines required to complete a detailed FCA for any asset class. To support clients that have limited resources to complete a detailed FCA or want to conduct the work over multiple years, Roth IAMS has developed lifecycle modeling tools

			that allow clients to complete a desktop model of their portfolio, which can be enhanced through the completion of a client review process, which can be facilitated by Roth IAMS, or conducted independently. This exercise provides a client with an upfront, high-level forecast of capital renewal needs, which is further enhanced through the future completion of detailed FCAs. A sample of the various FCA datasets that Roth IAMS can provide to our clients can be found as an attachment included with our submission under zipped folder, titled Table 8B: Depth and Breadth of Offered Solutions. Additionally, we utilize Asset Management software tools to collect and report on the data that can also be licensed by clients to support their on-going capital and asset management planning. In addition to our own internal capital planning tools, our staff also have extensive experience working with other commercially available Capital Asset Management Systems (CAMS, SLAM CAP, VFA.facility, iPlan,. AssetPlanner, etc.) and Computerized Maintenance Management Systems (CMMS, Archibus, Maximo, etc.). As such, regardless of what technology platform a client is using, our team has processes and tools to allow for streamlined data integration, upload and download.	*
78	Energy, utility, and emissions assessment and planning	(•) Yes ( ) No	We approach energy assessment as part of a broader Asset Management Plan, which means that we try to look at it in a broader holistic context as opposed to just saving energy or reducing Greenhouse Gases (GHG). We can provide ASHRAE Level 1, 2 and 3 Energy Audits, Stand-alone utility analysis, and GHG reduction consulting. All of our work aligns with the Uniformat II asset nomenclature to allow the data to easily integrate with other data sources. Additionally, we have a dedicated team that focuses on optimizing Building Performance, which looks at Energy as well as the on-going operations and controls systems of building systems to identify the greatest opportunity for savings, as well as targets investment for additional work such as re/retro-commissioning.	*

79	Site, safety, and code inspections	◉ Yes ○ No	Site and infrastructure condition assessments can be done in conjunction with FCAs for a facility, or as a stand-alone assessment for a campus or multi-building site. We provide assessments for both surface and subsurface infrastructure. Surface infrastructure assessments are similar to FCAs as we can visually assess the in-scope elements. For subsurface infrastructure assessments it is more similar to a desktop modeling exercise, which relies heavily on existing client drawings and data. We are often asked to integrate this dataset with a client's GIS database. High-Level and detailed ADA/accessibility assessments are based on the Uniformat II asset nomenclature to allow the data to be integrated with FCAs and other existing data sources. Costs to address the observed major non-compliances are also provided. Both of these approaches are typically unique in the market, but provide our clients with data that is more easily used as part of an overall Asset Management program. While the ADA governs all US-based customers, the Canadian market is more fragmented, with individual provinces and territories having their own guidelines. Additionally, many clients have their own Facility Accessibility Design Standards (FADS). Roth IAMS stays abreast of the changes to the relevant regulations across all jurisdictions served. Roth IAMS Life safety and building code assessments focus on readily-visible code issues as well as providing cost estimates for addressing non-compliances. Using the SLAM CAP software we can create customized code and life safety checklists, and provide recommendations (associated with a specific Uniformat II code and estimated cost estimate to remediate) to address the non-compliances. If a more detailed assessment is required, we have a network of specialist subconsultants that we can draw upon that are familiar with local codes and regulations.	*

80	Space utilization and planning	(•) Yes ( ) No	Many of our projects have included a space utilization analysis. Where there are specific space standards that exist (e.g. class size requirements within K-12 schools), our team will collaborate with our clients to provide the required data and analysis. Using the SLAM CAP software we can create customized functional and space usage checklists, and provide recommendations (associated with a specific Uniformat II code and estimated cost estimate to remediate) to address any issues identified. If detailed space planning is required, Roth IAMS will contract one of our many partners to provide more design and programming consulting services, where required by our clients. However, our partners have adjusted their approach to allow for the integration of the space data with our other data collected on existing buildings to make its usage easier and more valuable to our shared clients.	*

81	Geographic information system (GIS) services	☉ Yes ○ No	During many of our collaborations with clients we have provided integration of our data with a client's GIS system. All our data tools have been designed to integrate with any system that is willing to integrate with us. As examples, we have created campus-wide or municipal-wide heat maps for a variety of data, such as Facility Condition Index, Energy Intensity and other facility/building level data. This is another effective means of clients using a picture to present complex facility and infrastructure asset management data to provide better understanding to non-facility professionals. Additionally, we have integrated our surface and subsurface infrastructure assessments with clients GIS mapping. This allows clients to link the "sections" of elements within their GIS to the elements within our assessments. As data is updated in the GIS or in our tools, the changes can be "fed back" into to other software to streamline data management. The University of Saskatchewan in Canada is the best example of this deep level of collaboration related to GIS consulting. Finally, when we are working on parks and infrastructure condition assessments, our team has experience working with the ArcGIS Collector App to collect on-site data. Roth IAMS has worked with clients to configure their GIS system and the Collector App to accept the various data that we are being asked to accept. Once collected the data seamlessly uploads into ArcGIS allowing the data to be geospatially represented and reported on. In general, our team works with a client's GIS team or superuser to provide these services. Where a client is looking for outsourced support in setting up or maintaining their GIS system, Roth IAMS has a series of partners that we can call upon to do so.	*

82	Feasibility, sustainability, and lifecycle assessment	(•) Yes ( ) No	As part of our recommended Iterative Data Collection model, once a client has determined that they are going to address a capital renewal need, we recommend an Options Analysis that looks at several different options for addressing the need, including replace-in-kind (typically from an FCA), and various upgrade scenarios, depending on the specific need being addressed. Roth IAMS has developed tools and software that allow clients to consider the total cost of ownership for potential options as opposed to relying solely on upfront capital costs (which represent a fraction of the overall cost of ownership). These tools allow clients to visually see the difference in Lifecycle Cost for different options. Roth IAMS approach to Sustainability is similar to our approach to Energy Efficiency, in that we view it as part of an overall Asset Management Plan, as opposed to a stand-alone consideration. Our team includes LEED Accredited Professionals and experts in other Green Building Rating systems. As such, we can facilitate Green Building Certification for clients that wish to do so. Additionally, our tools allow clients to consider different options to enhance the sustainability of their existing asset portfolio as it relates to developing specific Levels of Service for an Asset Management Plan, Product Selection, Total Cost of Ownership analysis and Energy/Water efficiency upgrade options.	

83	Asset, capital, and deferred maintenance planning and asset classification	◉ Yes ○ No	Roth IAMS has developed numerous tools and processes that have been used by hundreds of clients to improve and enhance their Asset Management and Capital Planning processes. Our team includes many colleagues that have worked on the “client side” and have been responsible for developing planning documents for clients in the government and education sector. We combine that real-world experience with our cross-sector knowledge gained from having collaborated with some of the largest institutions in North America. We collaborate closely with our clients to develop prioritized multiyear capital and maintenance plans that align with an organization’s overall goals and strategy, and are based on the resource constraints that exist (staff, money, available contractors, etc.). In addition to our services and excel-based tools (provided to clients during consulting assignments), Roth IAMS can also offer licenses to on-line software that can assist clients in furthering their Asset Management and Capital Planning processes. From fulsome Asset Management Plans for municipalities or institutions, to specifically focused capital plans, our team of experts will tailor our tools and processes to align with each client’s unique objectives and processes.	

84	Benchmarking services and quality assurance	◉ Yes ○ No	From simple benchmarks like Facility Condition Index or Energy Intensity, to very complex Levels of Service (LOS) typically included in formal Asset Management Plans, Roth IAMS has extensive experience assisting clients in developing Key Performance Indicators (KPIs) and Benchmarking programs for their existing building and asset portfolios. The SLAM CAP software provides clients with a KPI dashboard that can visualize their complex FCA datasets to benchmark within their portfolios and easily export data to Excel, PDF and PNG formats to allow for sharing and benchmarking across organizations. Leveraging our diverse dataset, Roth IAMS can also provide clients with intelligence on how their data compares with other peer organizations. Additionally, for unique institutions (remote or smaller clients, specialized programming, etc.), Roth IAMS will also provide active consulting to gather relevant facility and asset management data to provide customized benchmarking for capital and maintenance programs. Additionally, to support clients in benchmarking within their portfolio, and with peer organizations, we believe that developing a series of Levels of Service is important. We believe that there are three types of LOS that each client should consider. First, is the Current LOS, which is based on data available at the current time, and tend to be more simplistic in the early days of an organization's Asset Management journey. The second is the Desired LOS, which is a target for improvement of the Current LOS at some point in the future (the duration of the Asset Management Plan – typically 5, 10 or 20 years). Finally, we also recommend that clients consider Future LOS, which are LOS for which the organization does not currently have the data or the ability to measure, but which they would like to do so in the future. The Future LOS provides a road map to evolve existing asset data collection and management so that at some point in the future the new LOS can be integrated into an Asset Management Plan.	

85	Project management and coordination with facility owners	◉ Yes ◯ No	Roth IAMS has developed a series of complex Project Management tools to allow us to effectively manage our various types of projects. We can also use these tools to assist our clients in managing internal projects and coordinate/facilitate distinct scopes of work. These management techniques have been selected to ensure that the project is completed on time, within budget, and to the satisfaction of all stakeholders. They will provide the structure and flexibility needed to navigate the project's complexities and deliver successful outcomes. In the event that a client is looking for a more robust Project Management partner, Roth IAMS has a series of preferred partners that we can subcontract with to provide these services.
86	Contract management and financial monitoring	◉ Yes ◯ No	As part of our Facility Management Consulting (FMC) Practice, Roth IAMS can collaborate with our clients to develop terms of references and go to market to secure outsourced FM services and products (e.g. HVAC Maintenance). Additionally, our team can monitor the performance of the selected contractors through the life of the contract to ensure compliance with the scope of work as well as the financial obligations under the contract. However, Roth IAMS is not a cost consultant, nor are we a Project Management firm. Again, where our clients require these services, we have a network of partners that can support our clients in executing the required capital renewal work.
87	Budget development, and program management services	◉ Yes ◯ No	The Roth IAMS Capital Planning process does include the selection of specific projects that will be included in multiyear capital plans, including developing annual capital budgets from a wide variety of funding sources (depending upon each organization's business context). Additionally, as above we can also do Options/Lifecycle Analysis to determine the preferred approach that will be taken to address a specific project/program (e.g. replace-in-kind, minor upgrade, major upgrade, etc.). However, Roth IAMS is not a cost consultant, nor are we a Project Management firm. Again, where our clients require these services, we have a network of partners that can support our clients in executing the required capital renewal work.

88	Assessment and planning services complementary to the offering of solutions described in lines 77 to 87 above.	◉ Yes ○ No	In addition to the specific services outlined in the previous responses, Roth IAMS does offer the following services that are aligned with facility assessment and planning: • Equipment Inventory and Tagging • Preventative Maintenance Planning • Standard Operating Procedure and Safe Work Practice Development • Computerized Maintenance Management System Optimization and Selection • Structural Engineering	

Table 9: Exceptions to Terms, Conditions, or Specifications Form

Line Item 89. 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 *
	○ Yes ◉ 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 - Sourcewell_Pricing.pdf - Thursday October 24, 2024 09:22:46
- Financial Strength and Stability (optional)
- Marketing Plan/Samples - Table 4 Marketing Plan.pdf - Thursday October 24, 2024 11:45:39
- WMBE/MBE/SBE or Related Certificates (optional)
- Standard Transaction Document Samples (optional)
- Requested Exceptions (optional)
- Upload Additional Document - Sourcewell Attachments.zip - Thursday October 24, 2024 11:55:06

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. - William Roth, President & CEO, Roth IAMS 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_8_RFP_102424_Facility_Assessment Wed October 16 2024 04:32 PM	☑	2
Addendum_7_RFP_102424_Facility_Assessment_&_Planning Fri October 11 2024 02:15 PM	☑	1
Addendum_6_RFP_102424_Facility_Assessment Fri October 4 2024 02:43 PM	☑	1
Addendum_5_RFP_102424_Facility_Assessment Wed October 2 2024 01:31 PM	☑	1
Addendum_4_RFP_102424_Facility_Assessment Tue October 1 2024 10:09 AM	☑	1
Addendum_3_RFP_102424_Facility_Assessment Fri September 27 2024 08:36 AM	☑	1
Addendum_2_RFP_102424_Facility_Assessment Tue September 17 2024 08:47 PM	☑	1
Addendum_1_RFP_102424_Facility_Assessment Wed September 11 2024 02:41 PM	☑	1