



**State Term Contract
No. 80111600-21-STC
For
Temporary Staffing Services**

This Contract is between the State of Florida, Department of Management Services (Department), an agency of the State of Florida, and **Computer Aid, Inc.** (Contractor), collectively referred to herein as the “Parties.”

Accordingly, the Parties agree as follows:

I. Initial Contract Term.

The initial Contract term shall be for three (3) years. The initial Contract term shall begin on the date of the last signature below. The Contract shall expire on July 31, 2024 unless terminated earlier in accordance with Contract Exhibit B, Special Contract Conditions.

II. Renewal Term.

Upon mutual written agreement, the Parties may renew this Contract, in whole or in part, for a renewal term not to exceed the initial Contract term, pursuant to Contract Exhibit B, Special Contract Conditions.

III. Contract.

As used in this document, “Contract” (whether or not capitalized) shall, unless the context requires otherwise, include this document and all incorporated exhibits, which set forth the entire understanding of the Parties and supersede all prior agreements. All modifications to this Contract must be in writing and signed by all Parties.

All exhibits listed below are incorporated in their entirety into, and form part of, this Contract. The Contract exhibits shall have priority in the order listed below:

- a) This Contract document
- b) Contract Exhibit F, Additional Special Contract Conditions
- c) Contract Exhibit A, Statement of Work
- d) Contract Exhibit B, Special Contract Conditions
- e) Contract Exhibit C, Job Title Descriptions
- f) Contract Exhibit D, Contractor’s Submitted Technical Proposal from RFP No. 20-80111600-RFP
- g) Contract Exhibit E, Contractor’s Submitted Cost Proposal from RFP No. 20-80111600-RFP

IV. Contract Management.

Department's Contract Manager:

Frank Miller
Division of State Purchasing
Florida Department of Management Services
4050 Esplanade Way, Suite 360
Tallahassee, Florida 32399-0950
Telephone: (850) 488-8855
Email: Frank.Miller@dms.fl.gov

Contractor's Contract Manager:

Scott Edwards
Computer Aid, Inc.
1390 Ridgeview Drive
Allentown, PA 18104
Telephone: (717) 651-9039
Email: Scott.Edwards@cai.io

This Contract is executed by the undersigned officials as duly authorized. This Contract is not valid and binding on all Parties until signed and dated by both Parties.

State of Florida:
Department of Management Services

Contractor:
Computer Aid, Inc.

By: _____
Name: Todd Inman
Title: Secretary

Date: _____

DocuSigned by:
Abe Hunter
By: _____
Name: Abe Hunter
Title: Vice President

Date: 7/19/2021 | 1:29 PM EDT

IV. Contract Management.

Department's Contract Manager:

Frank Miller
Division of State Purchasing
Florida Department of Management Services
4050 Esplanade Way, Suite 360
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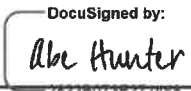
State of Florida:
Department of Management Services



By: _____
Name: Todd Inman
Title: Secretary

Date: 7/23/2021

Contractor:
Computer Aid, Inc.

DocuSigned by:


By: _____
Name: Abe Hunter
Title: Vice President

Date: 7/19/2021 | 1:29 PM EDT

CONTRACT EXHIBIT A

Temporary Staffing Services Contract No. 80111600-21-STC

Statement of Work

1 Scope of Services

The Contractor shall serve as the Managed Service Provider (MSP) of the State for the provision of temporary administrative, industrial, and medical staffing services. This includes, but is not limited to, providing Customers with a comprehensive offering of Temporary Staffing Services statewide via the Contractor's Management System to meet their various needs.

2 Definitions

- 2.1 **Bill Rate** – The unit of compensation paid to the Contractor, consisting of the Pay Rate and the Mark-Up Rate. The Bill Rate is expressed as a range between Entry (low) and Experienced (high). “Bill Rate, Entry” and “Bill Rate, Experienced” is determined by applying the Mark-Up Rate to the “Pay Rate, Entry” and “Pay Rate, Experienced,” respectively.
- 2.2 **Business Day** – Monday through Friday, inclusive, except for those holidays specified in section 110.117, F.S., from 8:00 a.m. to 5:00 p.m. Eastern Time.
- 2.3 **Contingent Staff** – A person assigned to work on behalf of the Contractor for the purpose of providing temporary staffing services to a Customer.
- 2.4 **Contractor or Managed Service Provider (MSP)** – The Vendor that has been awarded and contracts to provide and maintain a network of Subcontractors, supply and support a Management System (MS), and provide recruitment and selection services to Customers in accordance with the Contract. The term “Contractor” may be used interchangeably with “Managed Service Provider.”
- 2.5 **Customer** – An ordering entity, including state agencies and eligible users, as defined in Rule 60A-1.001, Florida Administrative Code (F.A.C.).
- 2.6 **Job Category** – The classification of Job Titles under this Contract. The Job Categories are administrative, industrial, and medical.
- 2.7 **Job Title** – A service provided by the Contractor to be performed by Contingent Staff under this Contract.
- 2.8 **Management System (MS)** – The Contractor's automated system, accessible through the internet, that processes requests for Contingent Staff from Customers and invoices Customers, produces monthly and quarterly reports, and performs other operations required under the Contract.

- 2.9 **Mark-Up Rate** – The amount paid to the Contractor, in addition to the Pay Rate, that includes all other costs associated with the provision of Temporary Staffing Services; the Mark-Up Rate may include, but is not limited to, Statutory Rate, Subcontractor costs, and the amount retained by the Contractor as payment for services rendered under the Contract. The Mark-Up Rate is equal to the difference between the Bill Rate and the Pay Rate and is expressed as a percentage for the purposes of the Contract; the Mark-Up Rate is applied to the Pay Rate to determine the Bill Rate.
- 2.10 **Pay Rate** – The hourly rate of pay to Contingent Staff before deductions are taken. The Pay Rate is expressed as a range between Entry (low) and Experienced (high) and is commensurate with the qualifications and skill level of Contingent Staff.
- 2.10.1 **Pay Rate, Entry** – The Pay Rate for entry-level Contingent Staff. The Customer may negotiate, and the Contractor may offer, a “Pay Rate, Entry” lower than that which is indicated on the Cost Proposal for a Job Title.
- 2.10.2 **Pay Rate, Experienced** – The Pay Rate for experienced Contingent Staff. The Customer may negotiate, and the Contractor may offer, a “Pay-Rate, Experienced” lower than that which is indicated on the Cost Proposal for a Job Title. However, the Contractor shall not offer a “Pay Rate, Experienced” higher than that which is indicated on the Cost Proposal for a Job Title.
- 2.11 **Service Level Agreement** – Mandatory, detailed performance requirements that apply to the Contractor’s provision of services to Customers under the Contract.
- 2.12 **State** – The State of Florida.
- 2.13 **Statutory Rate** – The total amount for taxes and fees required by applicable federal and state employment laws, including but not limited to, the Federal Insurance Contributions Act, Medicare, Florida Unemployment Compensation Act, Federal Unemployment Tax, Florida Workers’ Compensation Act, liability insurance, and Affordable Healthcare Act.
- 2.14 **Subcontractor** – When capitalized in this SOW, a vendor that has executed an agreement with the Contractor, and been approved by the Department, to supply Contingent Staffing to a Customer upon request.
- 2.15 **Temporary Staffing Services** – The complete portfolio of Job Titles available from the Contractor for administrative, industrial, and medical staffing service categories under this Contract.

3 Contractor Responsibilities

The Contractor and its subcontractors shall adhere to all work policies, procedures, and standards established by the Department and Customer. The Contractor and its subcontractors shall ensure that Contingent Staff conform in all respects with physical safety, security, and fire regulations while on the Customer’s premises. The Contractor and its subcontractors shall be responsible for obtaining all of the aforementioned rules, regulations, policies, etc. Regardless of any delegation, including any subcontract entered into, by the Contractor, the Contractor and its subcontractors shall be responsible for the following:

- 3.1 Recruiting, hiring, and implementing any reassignments or terminations of Contingent Staff. The Contractor shall ensure competency and responsibility of the Contingent Staff, subject to a financial consequence as identified in Section 23, Service Level Agreements and Financial Consequences, for failure to maintain a Contingent Staff turnover rate of no more than 8% per month.
- 3.2 Providing Contingent Staff that meet the requirements, including but not limited to, to the experience level, identified in the Customer's contract or purchase order.
- 3.3 Maintaining a recruiting and hiring program that is in compliance with applicable federal and State employment laws and their implementing rules and regulations, including, but not limited to, Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, the Age Discrimination in Employment Act, the Fair Credit Reporting Act, and the Fair Employment Protection Act.
- 3.4 Performing background screening on all Contingent Staff, including screening of credentials, licensure, personal history, qualifications, work history, and references, as well as criminal background checks and fingerprinting as required herein. Contractor shall ensure that all Contingent Staff possess all certifications and qualifications necessary to enable them to perform their assignments.
- 3.5 Providing telephone and help desk support, in accordance with State business hours. Business hours are 8:00 a.m. to 5:00 p.m., Monday through Friday, excluding holidays, as specified in section 110.117, Florida Statutes (F.S.).
- 3.6 Ensure that the staffing opportunities are released at the same time to all Subcontractors. The Contractor shall screen submitted candidate resumes for applicability to job requisition, facilitate the selection process with the Customer and Subcontractor, and provide reporting visibility on candidate submittals and selection trends to the Department and the Customer. The Contractor shall ensure that all Subcontractors have an equal opportunity to submit candidates for all staffing position opportunities.
- 3.7 Administering periodic performance evaluations and any disciplinary actions for each Contingent Staff provided under this Contract.
- 3.8 Informing Contingent Staff that they are required to adhere to the policies and procedures of the State and the Customer. Contractor or its designee shall promptly notify the Customer of any human resource issues raised by a Contingent Staff that may affect the Customer, such as threats of violence, harassment, discrimination, or retaliation.
- 3.9 Providing harassment, discrimination, and retaliation training for all Contingent Staff. Contractor shall maintain a record of all such training.
- 3.10 Informing Contingent Staff in writing that they are employed by Contractor, not the Customer.
- 3.11 Notifying Contingent Staff in writing that the only benefits they will receive will be from Contractor and that they are not entitled to any benefits from the Customer.

- 3.12 Informing Contingent Staff in writing that job-related illness/injury reports are to be made to Contractor. Contractor or its designee shall notify the Customer within twenty-four (24) hours of receipt of any such reports.
- 3.13 Being solely responsible for, and holding Customers harmless from, all administrative employment matters regarding Contingent Staff including, but not limited to, all payroll and payroll income tax withholding matters; payment of workers' compensation premiums; funding of legally required fringe benefit programs; and taking responsibility for and complying with (including offering coverage, if required) the Affordable Care Act with respect to Contingent Staff.
- 3.14 Paying Contingent Staff in compliance with applicable wage and hour laws including, but not limited to, the Fair Labor Standards Act and Florida Employment and Labor Laws. Contractor shall maintain complete and accurate records of all wages paid to Contingent Staff. Contractor shall be exclusively responsible for and will comply with applicable law governing the reporting and payment of wages and payroll-related and unemployment taxes attributable to wages paid to Contingent Staff.
- 3.15 Issue invoices for all services provided to Customers. Invoices must specify the Pay Rate, Bill Rate, and Mark-Up Rate used to determine the amount of the invoice. The Mark-Up Rate must be expressed as a percentage and dollar amount and must include the Statutory Rate expressed as a percentage of the Mark-up Rate. Invoices must be submitted in detail sufficient for a proper pre-audit and post-audit thereof. Invoices will be paid in accordance with the requirements of section 215.422, Florida Statutes.

4 Management System Requirements

The Contractor shall develop and maintain the MS, which shall manage all processes required to procure Contingent Staff, manage assignments, collect hours worked, consolidate invoicing, and report on the Contingent Staff by Customer.

- 4.1 The Contractor shall ensure that the Department, Subcontractors, and Customers have continuous, uninterrupted access to the MS, including nights, weekends, and holidays, for the duration of the Contract, subject to a 98% uptime target for the application of financial consequences identified in Paragraph 23 below.
- 4.2 The Contractor shall provide a minimum of thirty (30) days' notice to the Department prior to planned outage, update, upgrade, and maintenance schedules for the MS. The Contractor shall, within one (1) business hour of becoming aware of an unplanned outage of the MS, notify the Department of the occurrence and establish workaround solutions if the outage exceeds one (1) Business Day or eight (8) consecutive business hours.
- 4.3 The Contractor shall provide Customers with initial setup training and materials on how to use the MS. The Contractor shall also make ongoing training available to Customers on as-needed basis upon request.

- 4.4 The Contractor shall configure the MS to incorporate name and location and any other reasonable non-programming modifications as requested by a state agency but is not obligated to develop customizations for other eligible users.
- 4.5 Provide all reporting features, including but not limited to, standard reports and ad hoc reports created through tools accessible and useable by the Department and Customers. The Contractor shall ensure that such reports can be created by the Department and Customers without specialized knowledge of report programming.
- 4.6 Provide the Department's Contract Manager with access to all information pertaining to all orders and contracts with Customers, including but not limited to, staffing requests, assigned Contingent Staff, and invoices. Customers shall have access to all information pertaining to the Customer's orders and contracts, including but not limited to, staffing requests, assigned Contingent Staff, and invoices. Invoice information accessible by the Department and Customers must include Pay Rate, Mark-Up Rate, and Bill Rate amounts; Mark-Up Rate amounts must include the Statutory Rate expressed as a percentage of the Mark-up Rate.
- 4.7 The MS shall keep the Customers updated on the status of the order and facilitate communication between all parties involved in the process. The MS shall utilize standard email applications to notify Customers when a task is required or has been completed. For example, a requesting manager must be notified when their requisition has been issued and when the Subcontractors have submitted resumes through the MS. The internal clock in the MS shall timestamp all activities and provide reports accordingly. The MS shall be a "collaborative ecommerce" platform that allows Customers to communication and collaboration through one central platform.
- 4.8 The MS shall be a workflow-based application delivered in a Software as a Service (SaaS) model and accessed via the internet utilizing a standard browser. The MS shall be configured specifically for each state agency customer utilizing business rules, user roles, and internal routing. The MS shall be an extensive application configuration tool that allows new users, vendors, and job information to be added or updated easily.

The Contractor agrees to cooperate with the Department and Customers and perform all actions necessary to assist with all tasks in furtherance of the Department's and Customers' efforts to comply with the obligations under section 282.318, F.S., and Chapter 60GG-2, F.A.C., Information Technology Security (also known as the Florida Cybersecurity Standards (FCS)), as applicable. The Contractor shall abide by all applicable federal and state law pertaining to cybersecurity requirements, and other prescribed security guidance, to include (but not limited to) those requirements outlined for such sensitive data types as Personally Identifiable Information (PHI) and Criminal Justice Information (CJI).

- 4.9 In addition to the above requirements, the MS shall:
 - 4.9.1 Reduce costs and improve efficiency for Customers by automating the Contingent Staffing process through:
 - a. Providing a single point of contact;

- b. Consolidating and standardizing the Contingent Staff procurement processes;
- c. Providing automated order entry and distribution, candidate submittal, response, and order fulfillment;
- d. Replacing paper-intensive, manually-managed processes;
- e. Replacing fax, email, and telephone order distribution;
- f. Addressing the unique requirements for industrial Customers;
- g. Providing a process to quickly fill positions;
- h. Providing visibility into weekly and daily resource loading schedules and the ability to adjust the schedules;
- i. Accommodating multiple and varying work schedules;
- j. Flagging Contingent Staff that require special review;
- k. Providing additional information on applicants to assist hiring managers with evaluations;
- l. Tracking the history of all Contingent Staff assignments at Customer locations; and
- m. Providing collaborative features that reduce "telephone tag."

4.9.2 Streamline the approval and billing process using:

- a. Pre-established routing for approvals;
- b. Desktop action list, email notification;
- c. Automatic approval back-ups for manager absences; and
- d. Tracking of Customer expenditures.

4.9.3 Automate time and expense capture and approval by:

- a. Eliminating paper-intensive time capture;
- b. Reducing audit requirements of the time capture and invoice process;
- c. Providing statewide reporting, including transactional, financial, and performance metrics; and
- d. Providing usage data immediately after payroll.

5 Interview of Prospective Contingent Staff

The Customer shall have the right to interview all prospective Contingent Staff and to accept or reject any or all based upon the required skills and the background and experience of each individual.

6 Training

Referred personnel shall be immediately productive, requiring minimal training and orientation. If, in the sole discretion of the Customer, extended training (over four (4) hours) is required, such as for an extended project or for any particular skill set, the Customer must include the extended training requirements in the original order issued to the Contractor for contingent staff. The Contractor may be required to pay the Contingent Staff for up to sixteen (16) hours (two (2) Business Days) of training, as determined by the Customer.

7 Hours of Work

- 7.1 Contractor shall verify work hours at the time the Customer order is placed. Work hours and holidays will vary dependent upon the Customer and Job Title. In addition to the holidays specified in section 110.117, F.S., Customers may have holiday(s) observed specifically by the Customer, which will be detailed in the Customer's contract or purchase order.

- 7.2 Customers' contracts and purchase orders may include requirements for weekend and overtime work.
- 7.2.1 Weekend work shall be defined as 12:00 a.m. on Saturday through 11:59 p.m. on Sunday during the same week. Weekend work shall not be considered overtime, unless the Contingent Staff exceeds forty (40) hours within the week during which the weekend work was performed.
- 7.2.2 Overtime shall be defined as hours worked in excess of forty (40) per week. Should Contingent Staff work on a holiday (as specified in section 110.117, F.S., or on an individual Customer's contract or purchase order), regular pay shall apply to all hours under forty (40), and time and a half shall apply for hours over forty (40). Overtime must be approved in writing, in advance, by the Customer in order to be reimbursable.
- 7.3 Lunch periods will range from thirty (30) to sixty (60) minutes and will be determined by the Customer. No payments shall be made for lunch periods.
- 7.4 Contingent Staff will receive one (1) 15-minute break in the morning and one (1) 15-minute break in the afternoon; the exact times of the breaks will be agreed to by the Contingent Staff and the Customer.

8 Transportation and Parking

It will be the Contractor or the Contingent Staff's responsibility to provide transportation to and from the required work location(s). Parking may or may not be provided and, if not, will be the responsibility of the Contractor or the Contingent Staff.

9 Contingent Staff Expenses

Contractor shall be responsible for Contingent Staff expenses. Customers are not responsible for separately reimbursing the Contractor, Subcontractor(s), or Contingent Staff for travel expenses, unless authorized in writing at the time the Customer order is placed. If authorized by the Customer, bills for travel expenses shall be submitted in accordance with section 112.061, F.S., and may be submitted through the MS.

10 Contractor Single Point of Contract

The Contractor shall designate a coordinator as a single point of contact (SPOC), as well as a backup, that will be accessible during Business Days, to receive employment requests and handle and assist with any and all inquiries regarding scheduling, billing, status of orders, availability, contract pricing, contract compliance requirements, reports, and problem solving. Contractor's SPOC shall be available via a toll-free telephone number or email. The SPOC may have support staff that will serve as account managers for different Customers or designated multiple points of contact in order to best provide service.

11 Contingent Staff Requirements

- 11.1 **Background Screening** – The Contractor shall require that background checks, including criminal history checks, are conducted on Contingent Staff. Contingent Staff may be persons of special trust and may be required to undergo a Level II Background Check, as described in section 435.04, F.S. The cost of the background checks will be borne by the Contractor or its Subcontractors, not the

Department or Customer. The Contractor may not allow any Contingent Staff to provide services to Customers if such Contingent Staff does not meet the qualification standards established by the Customer.

- 11.2 **Reporting of Criminal Matters** – The Contractor shall require Subcontractors to report to Contractor any criminal matter in which the Contingent Staff assigned to a Customer has been involved. Criminal matters requiring reporting include an arrest, charge, indictment, information, conviction, plea of guilty or plea of no contest, regardless of whether adjudication is withheld and regardless of whether the criminal matter occurred within or outside the workplace. The Contractor shall require Subcontractors to report criminal matters, of which it has knowledge, no later than one (1) Business Day after the occurrence of the event and shall provide Subcontractors with contact information for reporting criminal matters. The Contractor shall notify the Customer no later than one (1) Business Day after the reporting by Subcontractor of any criminal matter.
- 11.3 **Drug Testing** – Drug testing requirements will vary for individual Customers throughout the State. The Customer will identify if there is a drug test requirement at the time the order is placed. These tests are normally conducted randomly, on a random number of Contingent Staff, in safety-sensitive positions, and consist of a urine sample. If a Contingent Staff fails a drug test, the Contingent Staff will no longer be eligible to provide services to the Customer under this Contract. The cost of the drug test shall be incurred by the Contractor.
- 11.4 **Driving Qualification** – If driving is required for a specific Job Title, the Contingent Staff must have a valid driver's license reflective of the class required to render the services. Any cost associated with confirming this qualification shall be borne by the Contractor.
- 11.5 **Additional Certification(s)** – Certain positions may require additional types of certifications, such as First Aid and CPR certification. Contingent Staff shall have these certifications prior to applying for such positions. Contingent Staff shall maintain and recertify these certifications at the Contractor's or their own expense.
- 11.6 **Dress and Equipment** – Contingent Staff shall report to job assignments dressed appropriately and with the equipment specified by the Customer as being required to perform work in the Job Categories covered under this Contract. Field personnel are required to have safety shoes, at the expense of the Contractor, Subcontractor, or Contingent Staff. The safety shoes must meet American National Standards Institute (ANSI) and Occupational Safety and Health Administration (OSHA) standards.
- 11.7 **Communication Skills** – Unless otherwise requested, all Contingent Staff must be able to read, write, speak, and comprehend the English language in accordance with the minimum requirements of the position description. If the Contractor provides Contingent Staff that are unable to read, write, speak, and comprehend the English language, in the Customer's sole discretion, the Contractor will refund any fees and wages incurred.
- 11.8 **Courtesy and Cordiality Towards All Others** – Contingent Staff shall be respectful of all people with whom they interact, including Customer employees.

- 11.9 **Customer's Right of Refusal** – The Contractor will be given between four (4) business hours and one (1) Business Day to confirm availability of a Contingent Staff to fill a request. However, if the Customer and Contractor agree that a position is “hard-to-fill,” the Customer may allow up to five (5) Business Days for the Contractor to confirm availability of a Contingent Staff. In the event that the Subcontractor is unable to fill the job request, the Customer may cancel the request.

12 Subcontractor Management

The Contractor shall monitor the performance of all Subcontractors and enforce all subcontract performance requirements. The Contractor shall notify the Department within 48 hours of conditions related to Subcontractor performance that adversely affect service delivery to Customers. Contractor acknowledges that it is responsible for compliance with the requirements of Section 3 above, whether the work is performed by it, its affiliate, or its Subcontractor(s).

- 12.1 In managing Subcontractors and performing its administrative responsibilities, the Contractor shall adhere to ethical standards contained in sections 112.313 and 112.3135, F.S., the Florida Code of Ethics for Public Officers and Employees.
- 12.2 The Contractor shall ensure that Contingent Staff are drawn from staff within the Subcontractor network. Throughout the term of this Contract, the Contractor shall perform its responsibilities in a vendor-neutral manner.
- 12.3 The Contractor shall issue payments to Subcontractors in accordance with section 287.0585, F.S.
- 12.4 The Contractor is responsible for all services provided by the Subcontractors. The Contractor agrees that the Department shall not be liable to the Subcontractor in any way or for any reason under this Contract.
- 12.5 The Contractor shall develop a transparent and efficient method to add and terminate new and existing Subcontractors. Prior to delivery of Temporary Staffing Services, the Contractor shall obtain Department approval of its plan for adding and terminating new and existing Subcontractors. The Contractor shall provide notice within five (5) Business Days to the Department of new or terminated Subcontractors. The Department reserves the right to disallow the addition of a proposed new Subcontractor and to require removal of a Subcontractor at any time.
- 12.6 The Contractor may not subcontract or assign its administrative, management, or oversight responsibilities under this Contract without prior written approval of the Department. The Contractor may not provide its own Contingent Staff without prior written approval of the Department.

13 Contingent Staff Compliance

Work policies, procedures, and standards established by the Customer shall be followed at all times. The Contingent Staff shall conform in all respects with regard to physical safety, security, and fire regulations while on the Customer's premises. Contractor shall be responsible for obtaining all rules, regulations, policies, etc. from the Customer.

14 Confidentiality of Customer Information

The Contractor shall ensure Contingent Staff's compliance with all State and federal confidentiality requirements of the Department and Customer, including any requirements pertaining to protected health information (PHI), as defined in the Health Insurance Portability and Accountability Act of 1996 (HIPAA), if applicable. The Contractor shall comply with any additional confidentiality requirements set forth in the Customer's contract or purchase order.

15 Replacement of Contingent Staff

In the event any Contingent Staff fails to adhere to the Customer's directions or safety, security, or fire regulations, or demonstrates that they are not qualified to perform the required duties, the Customer will notify the Contractor, who shall replace the Contingent Staff immediately or as directed by the Customer at no cost to the Customer, including, but not limited to, training time, background checks, ID badges, drug testing, etc.

- 15.1 Such notice and replacement requirements also apply to any Contingent Staff that leaves, for any reason, before the assignment is completed. When a Contingent Staff leaves, at any time, the Contractor shall be responsible for any unreturned keys, ID badges, etc. If such items are not returned to the Customer within five (5) working days, the Customer shall send an invoice to the Contractor for the exact replacement cost. The Contractor shall pay this invoice within fourteen (14) calendar days. If the Contractor has not paid the invoice within fourteen (14) calendar days, the Customer will have the option to deduct the exact replacement costs from the final invoice.

16 Mark-Up Rate

The Contractor shall not exceed the Mark-Up Rates provided in its submitted Cost Proposal for both the initial and renewal terms for each Job Category unless the Mark-Up Rates are increased by a formal amendment to the Contract.

17 Mark-up Rate Adjustments

Mark-Up Rates may be adjusted no earlier than twelve (12) months after the start date of the Contract, and annually thereafter, but no earlier than twelve (12) months after the effective date of the previous Mark-Up Rate adjustment. Mark-Up Rate increases must be supported by a change in Statutory Rate. When requesting a Mark-Up Rate increase, the Contractor shall submit a written justification to the Department's Contract Manager detailing the increase in Statutory Rate, along with documentation of changes in taxes and fees required by federal and state employment laws.

The Department reserves the exclusive right to approve or deny any Mark-Up Rate adjustment request. Mark-Up Rate adjustments will not be considered if the Contractor has any contractual non-performance issues including, but not limited to, outstanding fees or monies due under this Contract or overdue reports or documentation, including, but not limited to, a Quarterly Sales Report or an MFMP Transaction Fee Report. Mark-Up Rate adjustments are effective only upon written approval by the Department and may not be applied retroactively. The Department reserves the right to request Mark-Up Rate decreases at any time during the term of the Contract if it is found to be in the best interest of the State. Mark-Up Rate decreases issued by the Contractor are permissible at any time during the initial and renewal terms.

18 Pricing Adjustments

Pay Rates and Bill Rates (i.e., prices) may not be adjusted during the initial term of the Contract. For the renewal term of the Contract, the prices will be the renewal term prices specified in the

Cost Proposal; however, the renewal term prices may be adjusted no earlier than twelve (12) months after the start date of the first renewal term, if any, and annually thereafter, but no earlier than twelve (12) months after the effective date of the previous price adjustment. Price increases must be supported by a change in the Wage Estimates for each Occupational Code and Job Title shown in the Cost Proposal. This information is published by the Florida Department of Economic Opportunity (DEO) and is available at <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/occupational-employment-statistics-and-wages>.

The change in Wage Estimates for the first price adjustment after the start date of the renewal term shall be determined using the Wage Estimates for the year in which the renewal term began and the Wage Estimates at the time of the price adjustment request. The change in Wage Estimates for second and subsequent price adjustments shall be determined using the latest Wage Estimates that were used to support the previous price adjustment and the latest available Wage Estimates at the time of the request.

When requesting a price increase, the Contractor shall submit a written justification to the Department's Contract Manager detailing the reason(s) for the request; an increase in the Wage Estimates is not sufficient justification for a price increase by itself. Price increases shall not exceed the percent change in Wage Estimates or three percent (3%), whichever is less. The percent change in Wage Estimates shall be calculated using the following formula:

$$\frac{(B - A)}{A} = Z$$

Where:

A = Wage Estimate at the time the renewal term began or previous price adjustment

B = Wage Estimate at the time of price adjustment request

Z = percent change in Wage Estimate

The percent change in Wage Estimate shall be individually calculated and applied to "Pay Rate, Entry" and "Pay Rate - Experience" for each Job Title. "Bill Rate, Entry" and "Bill Rate, Experienced" for each Job Title will be adjusted by applying the Mark-Up Rate to the adjusted "Pay Rate, Entry" and "Pay Rate - Experience," respectively.

The Department reserves the exclusive right to approve or deny any price adjustment request. Price adjustments will not be considered if the Contractor has any contractual non-performance issues including, but not limited to, outstanding fees or monies due under this Contract or overdue reports or documentation, including, but not limited to, a Quarterly Sales Report or an MFMP Transaction Fee Report. Price adjustments are effective only upon written approval by the Department and may not be applied retroactively. The Department reserves the right to request price decreases at any time during the term of the Contract if it is found to be in the best interest of the State. Price decreases issued by the Contractor are permissible at any time during the initial and renewal terms.

19 Job Title Adjustments

The Contractor may add or remove Job Titles, subject to the approval of the Department. Requests to add Job Titles must be supported by Customer needs, as demonstrated to and verified by the Department. Added Job Titles must appear on the most recent Wage Estimates published by DEO, which is available at <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/occupational-employment-statistics-and-wages>.

20 Job Title Classification

The Contractor will adhere to the description provided for each Job Title in Contract Exhibit C, Job Title Descriptions.

21 Job Title Misclassification

If the Contractor, Subcontractor, or Contingent Staff is requested to act in a manner that will result in a misclassification of a position or a misapplication of a Pay Rate or Bill Rate to a position other than that established on the submitted Cost Proposal, the Contractor will immediately (within one (1) Business Day) report the details of the event to the Department’s Contract Manager in writing. The Contractor, Subcontractor, and Contingent Staff will take no further action on the request until they receive written instructions from the Department’s Contract Manager.

22 Minimum Wage, and Mandatory Health and Welfare Benefits

The Contractor must meet all federal, State, and local requirements regarding minimum wage, and any mandatory health and welfare benefits. Pay Rates and Mark-up Rates will be adjusted in accordance with federal, state, and local requirements for minimum wage, living wage, and mandatory health and welfare benefit adjustments. The Contractor must submit to the Department’s Contract Manager detailed and sufficient documentation, including proof of changes, in support of requests to adjust the Pay Rate or Mark-Up Rate, in accordance with these federal, state, and local requirements.

23 Service Level Agreements and Financial Consequences

The deliverables and associated performance standards for the Contract are outlined in the table below. Financial consequences will apply when the Contractor fails to meet the performance standards of the Contract deliverables, in accordance with section 287.058, F.S.

The State reserves the right to withhold payment or implement other appropriate remedies, such as Contract termination or nonrenewal, when the Contractor has failed to comply with these provisions of the Contract. The Contractor and the Department agree that these financial consequences for non-performance are an estimate of damages which are difficult to ascertain and are not penalties.

- 23.1 Financial consequences will be assessed for each individual failure and will apply to each target period beginning with the first full month or quarter of the Contractor’s performance, as applicable, and each and every month or quarter thereafter.

	Deliverable Name	Performance Metric	Performance Due Date	Financial Consequence for Non-Performance
1	Quarterly Sales Report	Submitted timely with the required information, in accordance with Section 23.1	On or before the 30th calendar day after the close of the State’s fiscal quarter	\$250 per calendar day late

2	Service Level Agreement Report	Submitted timely with the required information, in accordance with Section 23.2	On or before the 15th calendar day after the close of each month	\$250 per calendar day late
3	MFMP Transaction Fee Reports	Submitted timely, in accordance with Section 23.3, Rule 60A-1.031(2), F.A.C., and paragraph 3.7 of Contract Exhibit B, Special Contract Conditions	On or before the 15th calendar day after the close of each month	\$100 per calendar day late
4	Access to the Management System (MS)	98% uptime and network availability (number of hours MS was available ÷ number of hours expected availability, excluding scheduled downtimes), in accordance with Section 4.1	Calculated monthly	\$500 per percentage point rounded to the next whole percentage point (with fractions rounded down to the next whole point) per month the metric is not met
5	Staff Performance	Maximum turnover rate of 8% (number of position turnovers due to inadequate performance, as determined by the Customers ÷ total number of positions filled), in accordance with Section 3.1	Calculated monthly	\$500 per month the metric is not met

23.2 All financial consequences shall be paid via check or money order in U.S. Dollars, made out to the Department of Management Services, within thirty (30) calendar days after the required performance due date indicated in the table above.

Additional Customer-specific financial consequences may be set forth in the Customer's contract or purchase order. The Customer may collect financial consequences by reducing payments to the Contractor or by requiring payment via check or money order in U.S. Dollars, made out to the Customer, within thirty (30) calendar days after the Contractor's failure to perform or comply.

24 Reporting Requirements

The Contractor shall report information on orders received from Customers under the Contract. The Contractor shall submit the following reports to the Department's Contract Manager:

24.1 **Quarterly Sales Report** – The Contractor shall submit a Quarterly Sales Report electronically, in the required format, to the Department's Contract Manager within thirty (30) calendar days after the close of each State Fiscal Quarter, as listed below. Initiation and submission of the Quarterly Sales Report is the responsibility of the Contractor, without prompting or notification by the Department. Sales will be reviewed on a quarterly basis. If no sales are recorded in two (2) consecutive

Contract quarters, the Contractor may be placed in probationary status or the Department may terminate the Contract.

Quarter 1 (July-Sept.) – due 30 calendar days after the close of the quarter

Quarter 2 (Oct.-Dec.) – due 30 calendar days after the close of the quarter

Quarter 3 (Jan.-March) – due 30 calendar days after the close of the quarter

Quarter 4 (April-June) – due 30 calendar days after the close of the quarter

- 24.2 **Service Level Agreement Report** – The performance metrics for deliverables set forth in Section 22, Service Level Agreements and Financial Consequences, above, shall constitute the Service Level Agreements for this Contract. The Contractor shall provide a report on Deliverable Nos. 4 and 5 to the Department no later than fifteen (15) calendar days following the close of each month.

Notwithstanding the information provided in the Contractor's Service Level Agreement Report, the Department reserves the right to assess the applicable financial consequence when, in the Department's sole discretion, the Contractor has failed to meet the performance metric for a deliverable.

- 24.3 **MFMP Transaction Fee Report** – The Contractor shall submit monthly MFMP Transaction Fee Reports in the Department's electronic format. Reports are due fifteen (15) calendar days after the end of each calendar month. For information on how to submit MFMP Transaction Fee Reports online, please reference the detailed fee reporting instructions and vendor training presentations available online at https://www.dms.myflorida.com/business_operations/state_purchasing/myfloridamarketplace/mfmp_vendors/transaction_fee_and_reporting and https://www.dms.myflorida.com/business_operations/state_purchasing/myfloridamarketplace/mfmp_vendors/training_for_vendors. Assistance with MFMP Transaction Fee Reports is also available from the MFMP Customer Service Desk by email at feeprocessing@myfloridamarketplace.com or telephone at 866-FLA-EPRO (866-352-3776) from 8:00 a.m. to 6:00 p.m. ET.

- 24.4 **Diversity Report** – The Contractor shall report to each Customer, ten (10) Business Days after the end of the State's fiscal year, the spend with certified and other minority business enterprises. These reports shall include the period covered, the name, minority code, and Federal Employer Identification Number of each minority business utilized during the period; commodities and services provided by the minority business enterprise; and the amount paid to each minority business on behalf of each Customer ordering under the terms of this Contract.

- 24.5 **Ad-Hoc Reports** – The Department and Customers reserve the right to require ad hoc reports or additional sales information pertaining to this Contract and any resulting purchase orders or contracts with Customers at no additional cost to the Department or Customers. The Contractor must submit a report or information within five (5) business days after receipt of a Department or Customer request, unless otherwise approved by the Department or Customer.

25 Contractor Warranty

Should any defect or deficiency in any deliverable, or the remedy of such defect or deficiency, cause incorrect data to be introduced into any Customer's database or cause data to be lost, the Contractor shall correct and reconstruct, within the timeframe established by the Customer,

all production, test, acceptance, and training files or databases affected at no additional cost to the Customer.

26 Routine Communications

All routine communications related to the Contract shall be sent to the Department's Contract Manager. If any of the Contractor's contact information changes during the life of the Contract, the Contractor shall notify the Department's Contract Manager; such updates do not necessitate a formal amendment to the Contract. Communications relating to a Customer contract or purchase order should be addressed to the contact person identified in the contract or purchase order. Routine communications may be by email, regular mail, or telephone.

27 Business Review Meetings

Each Contract quarter, the Department may request, and the Contractor shall provide, a business review meeting pertaining to the services provided under the Contract. The business review meeting may include, but is not limited to, the following:

- Successful completion of deliverables;
- Review of the Contractor's performance;
- Review of minimum required reports;
- Any elevated Customer issues; and
- Review of continuous improvement ideas that may help lower total costs or improve business efficiencies.

28 Contract Transition

Upon the expiration or termination of the Contract, the Contractor shall ensure a seamless transfer of Contract responsibilities to the Department or any subsequent vendor(s) as necessary to transition the services provided under the Contract. The Contractor agrees to cooperate with the Department and any subsequent vendor(s) to coordinate the transition, including, but not limited to, attending meetings and furnishing necessary information. The Contractor shall assume all expenses related to its obligations to assist in the Contract transition.

29 Request for Quote(s) (RFQ) Requirement

- 29.1** Customers needing temporary staffing services will issue a detailed RFQ that includes a term, service levels, educational qualifications and experience needed, each time they desire to solicit temporary staffing services.
- 29.2** The Customer shall send the RFQ to both Vendors, as required by section 287.056(2), F.S.
- 29.3** The specific format of the RFQ is left to the discretion of the Customer's Contracting Officer. Pursuant to section 287.056(2), F.S., RFQs performed within the scope of this Contract are not independent competitive solicitations and are not subject to the notice or challenge provisions of section 120.57(3), F.S.

Contract Exhibit B

SPECIAL CONTRACT CONDITIONS JULY 1, 2019 VERSION

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In accordance with Rule 60A-1.002(7), F.A.C., Form PUR 1000 is included herein by reference but is superseded in its entirety by these Special Contract Conditions.

SECTION 1. DEFINITION.

The following definition applies in addition to the definitions in Chapter 287, Florida Statutes (F.S.), and Rule Chapter 60A-1, Florida Administrative Code (F.A.C.):

1.1 Customer.

The agency or eligible user that purchases commodities or contractual services pursuant to the Contract.

SECTION 2. CONTRACT TERM AND TERMINATION.

2.1 Initial Term.

The initial term will begin on the date set forth in the Contract documents or on the date the Contract is signed by all Parties, whichever is later.

2.2 Renewal.

Upon written agreement, the Department and the Contractor may renew the Contract in whole or in part only as set forth in the Contract documents, and in accordance with section 287.057(13), F.S.

2.3 Suspension of Work and Termination.

2.3.1 Suspension of Work.

The Department may, at its sole discretion, suspend any or all activities under the Contract, at any time, when it is in the best interest of the State of Florida to do so. The Customer may suspend a resulting contract or purchase order, at any time, when in the best interest of the Customer to do so. The Department or Customer will provide the Contractor written notice outlining the particulars of the suspension. After receiving a suspension notice, the Contractor must comply with the notice and will cease the performance of the Contract or purchase order. Suspension of work will not entitle the Contractor to any additional compensation. The Contractor will not resume performance of the Contract or purchase order until so authorized by the Department.

2.3.2 Termination for Convenience.

The Contract may be terminated by the Department in whole or in part at any time, in the best interest of the State of Florida. If the Contract is terminated before performance is completed, the Contractor will be paid only for that work satisfactorily performed for which costs can be substantiated. Such payment, however, may not exceed an amount which is the same percentage of the Contract price as the amount of work satisfactorily performed. All work in progress will become the property of the Customer and will be turned over promptly by the Contractor.

2.3.3 Termination for Cause.

If the performance of the Contractor is not in compliance with the Contract requirements or the Contractor has defaulted, the Department may:

- (a) immediately terminate the Contract;
- (b) notify the Contractor of the noncompliance or default, require correction, and specify the date by which the correction must be completed before the Contract is terminated; or
- (c) take other action deemed appropriate by the Department.

SECTION 3. PAYMENT AND FEES.

3.1 Pricing.

The Contractor will not exceed the pricing set forth in the Contract documents.

3.2 Price Decreases.

The following price decrease terms will apply to the Contract:

3.2.1 Quantity Discounts. Contractor may offer additional discounts for one-time delivery of large single orders;

3.2.2 Preferred Pricing. The Contractor guarantees that the pricing indicated in this Contract is a maximum price. Additionally, Contractor's pricing will not exceed the pricing offered under comparable contracts. Comparable contracts are those that are similar in size, scope, and terms. In compliance with section 216.0113, F.S., Contractor must annually submit an affidavit from the Contractor's authorized representative attesting that the Contract complies with this clause; and

3.2.3 Sales Promotions. In addition to decreasing prices for the balance of the Contract term due to a change in market conditions, the Contractor may conduct sales promotions involving price reductions for a specified lesser period. The Contractor must submit documentation identifying the proposed: (1) starting and ending dates of the promotion, (2) commodities or contractual services involved, and (3) promotional prices compared to then-authorized prices.

3.3 Payment Invoicing.

The Contractor will be paid upon submission of invoices to the Customer after delivery and acceptance of commodities or contractual services is confirmed by the Customer. Invoices must contain sufficient detail for an audit and contain the Contract Number and the Contractor's Federal Employer Identification Number.

3.4 Purchase Order.

A Customer may use purchase orders to buy commodities or contractual services pursuant to the Contract and, if applicable, the Contractor must provide commodities or contractual services pursuant to purchase orders. Purchase orders issued pursuant to the Contract must be received by the Contractor no later than the close of business on the last day of the Contract's term. The Contractor is required to accept timely purchase orders specifying delivery schedules that extend beyond the Contract term even when such extended delivery will occur after expiration of the Contract. Purchase orders shall be valid through their specified term and performance by the Contractor, and all terms and conditions of the Contract shall survive the termination or expiration of the Contract and apply to the Contractor's performance. The duration of purchase orders for recurring deliverables shall not exceed the expiration of the Contract by more than twelve months. Any purchase order terms and conditions conflicting with these Special Contract Conditions shall not become a part of the Contract.

3.5 Travel.

Travel expenses are not reimbursable unless specifically authorized by the Customer in writing and may be reimbursed only in accordance with section 112.061, F.S.

3.6 Annual Appropriation.

Pursuant to section 287.0582, F.S., if the Contract binds the State of Florida or an agency for the purchase of services or tangible personal property for a period in excess of one fiscal year, the State of Florida's performance and obligation to pay under the Contract is contingent upon an annual appropriation by the Legislature.

3.7 Transaction Fees.

The State of Florida, through the Department of Management Services, has instituted MyFloridaMarketPlace, a statewide eProcurement system pursuant to section 287.057(22), F.S. All payments issued by Customers to registered Vendors for purchases of commodities or contractual services will be assessed Transaction Fees as prescribed by rule 60A-1.031, F.A.C., or as may otherwise be established by law. Vendors must pay the Transaction Fees and agree to automatic deduction of the Transaction Fees when automatic deduction becomes available. Vendors will submit any monthly reports required pursuant to the rule. All such reports and payments will be subject to audit. Failure to comply with the payment of the Transaction Fees or reporting of transactions will constitute grounds for declaring the Vendor in default and subject the Vendor to exclusion from business with the State of Florida.

3.8 Taxes.

Taxes, customs, and tariffs on commodities or contractual services purchased under the Contract will not be assessed against the Customer or Department unless authorized by Florida law.

3.9 Return of Funds.

Contractor will return any overpayments due to unearned funds or funds disallowed pursuant to the terms of the Contract that were disbursed to the Contractor. The Contractor must return any overpayment within forty (40) calendar days after either discovery by the Contractor, its independent auditor, or notification by the Department or Customer of the overpayment.

SECTION 4. CONTRACT MANAGEMENT.

4.1 Composition and Priority.

The Contractor agrees to provide commodities or contractual services to the Customer as specified in the Contract. Additionally, the terms of the Contract supersede the terms of all prior agreements between the Parties on this subject matter.

4.2 Notices.

All notices required under the Contract must be delivered to the designated Contract Manager in a manner identified by the Department.

4.3 Department's Contract Manager.

The Department's Contract Manager, who is primarily responsible for the Department's oversight of the Contract, will be identified in a separate writing to the Contractor upon Contract signing in the following format:

Department's Contract Manager Name

Department's Name
Department's Physical Address
Department's Telephone #
Department's Email Address

If the Department changes the Contract Manager, the Department will notify the Contractor. Such a change does not require an amendment to the Contract.

4.4 Contractor's Contract Manager.

The Contractor's Contract Manager, who is primarily responsible for the Contractor's oversight of the Contract performance, will be identified in a separate writing to the Department upon Contract signing in the following format:

Contractor's Contract Manager Name
Contractor's Name
Contractor's Physical Address
Contractor's Telephone #
Contractor's Email Address

If the Contractor changes its Contract Manager, the Contractor will notify the Department. Such a change does not require an amendment to the Contract.

4.5 Diversity.

4.5.1 Office of Supplier Diversity.

The State of Florida supports its diverse business community by creating opportunities for woman-, veteran-, and minority-owned small business enterprises to participate in procurements and contracts. The Department encourages supplier diversity through certification of woman-, veteran-, and minority-owned small business enterprises and provides advocacy, outreach, and networking through regional business events. For additional information, please contact the Office of Supplier Diversity (OSD) at osdinfo@dms.myflorida.com.

4.5.2 Diversity Reporting.

Upon request, the Contractor will report to the Department its spend with business enterprises certified by the OSD. These reports must include the time period covered, the name and Federal Employer Identification Number of each business enterprise utilized during the period, commodities and contractual services provided by the business enterprise, and the amount paid to the business enterprise on behalf of each agency purchasing under the Contract.

4.6 RESPECT.

Subject to the agency determination provided for in section 413.036, F.S., the following statement applies:

IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT ANY ARTICLES THAT ARE THE SUBJECT OF, OR REQUIRED TO CARRY OUT, THIS CONTRACT SHALL BE PURCHASED FROM A NONPROFIT AGENCY FOR THE BLIND OR FOR THE SEVERELY HANDICAPPED THAT IS QUALIFIED PURSUANT TO CHAPTER 413, FLORIDA STATUTES, IN THE SAME MANNER AND UNDER THE SAME PROCEDURES SET FORTH IN SECTION 413.036(1) AND (2), FLORIDA STATUTES;

AND FOR PURPOSES OF THIS CONTRACT THE PERSON, FIRM, OR OTHER BUSINESS ENTITY CARRYING OUT THE PROVISIONS OF THIS CONTRACT SHALL BE DEEMED TO BE SUBSTITUTED FOR THE STATE AGENCY INSOFAR AS DEALINGS WITH SUCH QUALIFIED NONPROFIT AGENCY ARE CONCERNED.

Additional information about RESPECT and the commodities or contractual services it offers is available at <https://www.respectofflorida.org>.

4.7 PRIDE.

Subject to the agency determination provided for in sections 287.042(1) and 946.515, F.S., the following statement applies:

IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT ANY ARTICLES WHICH ARE THE SUBJECT OF, OR REQUIRED TO CARRY OUT, THIS CONTRACT SHALL BE PURCHASED FROM THE CORPORATION IDENTIFIED UNDER CHAPTER 946, F.S., IN THE SAME MANNER AND UNDER THE SAME PROCEDURES SET FORTH IN SECTION 946.515(2) AND (4), F.S.; AND FOR PURPOSES OF THIS CONTRACT THE PERSON, FIRM, OR OTHER BUSINESS ENTITY CARRYING OUT THE PROVISIONS OF THIS CONTRACT SHALL BE DEEMED TO BE SUBSTITUTED FOR THIS AGENCY INSOFAR AS DEALINGS WITH SUCH CORPORATION ARE CONCERNED.

Additional information about PRIDE and the commodities or contractual services it offers is available at <https://www.pride-enterprises.org>.

SECTION 5. COMPLIANCE WITH LAWS.

5.1 Conduct of Business.

The Contractor must comply with all laws, rules, codes, ordinances, and licensing requirements that are applicable to the conduct of its business, including those of federal, state, and local agencies having jurisdiction and authority. For example, the Contractor must comply with section 274A of the Immigration and Nationality Act, the Americans with Disabilities Act, Health Insurance Portability and Accountability Act, if applicable, and all prohibitions against discrimination on the basis of race, religion, sex, creed, national origin, handicap, marital status, or veteran's status. The provisions of subparagraphs 287.058(1)(a)-(c), and (g), F.S., are hereby incorporated by reference.

5.2 Dispute Resolution, Governing Law, and Venue.

Any dispute concerning performance of the Contract shall be decided by the Department's designated Contract Manager, who will reduce the decision to writing and serve a copy on the Contractor. The decision of the Contract Manager shall be final and conclusive. Exhaustion of this administrative remedy is an absolute condition precedent to the Contractor's ability to pursue legal action related to the Contract or any other form of dispute resolution. The laws of the State of Florida govern the Contract. The Parties submit to the jurisdiction of the courts of the State of Florida exclusively for any legal action related to the Contract. Further, the Contractor hereby waives all privileges and rights relating to venue it may have under Chapter 47, F.S., and all such venue privileges and rights it may have under any other statute, rule, or case law, including, but not limited to, those based on convenience. The Contractor hereby submits to venue in the county chosen by the Department.

5.3 Department of State Registration.

Consistent with Title XXXVI, F.S., the Contractor and any subcontractors that assert status, other than a sole proprietor, must provide the Department with conclusive evidence of a certificate of status, not subject to qualification, if a Florida business entity, or of a certificate of authorization if a foreign business entity.

5.4 Suspended, Convicted, and Discriminatory Vendor Lists.

In accordance with sections 287.042, 287.133, and 287.134, F.S., an entity or affiliate who is on the Suspended Vendor List, Convicted Vendor List, or Discriminatory Vendor List may not perform work as a contractor, supplier, subcontractor, or consultant under the Contract. The Contractor must notify the Department if it or any of its suppliers, subcontractors, or consultants have been placed on the Suspended Vendor List, Convicted Vendor List, or Discriminatory Vendor List during the term of the Contract.

5.5 Scrutinized Companies - Termination by the Department.

The Department may, at its option, terminate the Contract if the Contractor is found to have submitted a false certification as provided under section 287.135(5), F.S., or been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or been engaged in business operations in Cuba or Syria, or to have been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel.

5.6 Cooperation with Inspector General and Records Retention.

Pursuant to section 20.055(5), F.S., the Contractor understands and will comply with its duty to cooperate with the Inspector General in any investigation, audit, inspection, review, or hearing. Upon request of the Inspector General or any other authorized State official, the Contractor must provide any information the Inspector General deems relevant to the Contractor's integrity or responsibility. Such information may include, but will not be limited to, the Contractor's business or financial records, documents, or files of any type or form that refer to or relate to the Contract. The Contractor will retain such records for the longer of five years after the expiration of the Contract, or the period required by the General Records Schedules maintained by the Florida Department of State, at the Department of State's Records Management website. The Contractor agrees to reimburse the State of Florida for the reasonable costs of investigation incurred by the Inspector General or other authorized State of Florida official for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the State of Florida which results in the suspension or debarment of the Contractor. Such costs will include but will not be limited to: salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor agrees to impose the same obligations to cooperate with the Inspector General and retain records on any subcontractors used to provide goods or services under the Contract.

SECTION 6. MISCELLANEOUS.

6.1 Subcontractors.

The Contractor will not subcontract any work under the Contract without prior written consent of the Department. The Contractor is fully responsible for satisfactory completion of all its subcontracted work. The Department supports diversity in its procurements and contracts, and requests that the Contractor offer subcontracting opportunities to certified woman-, veteran-, and minority-owned small businesses. The

Contractor may contact the OSD at osdhelp@dms.myflorida.com for information on certified small business enterprises available for subcontracting opportunities.

6.2 Assignment.

The Contractor will not sell, assign, or transfer any of its rights, duties, or obligations under the Contract without the prior written consent of the Department. However, the Contractor may waive its right to receive payment and assign same upon notice to the Department. In the event of any assignment, the Contractor remains responsible for performance of the Contract, unless such responsibility is expressly waived by the Department. The Department may assign the Contract with prior written notice to the Contractor.

6.3 Independent Contractor.

The Contractor and its employees, agents, representatives, and subcontractors are independent contractors and not employees or agents of the State of Florida and are not entitled to State of Florida benefits. The Department and Customer will not be bound by any acts or conduct of the Contractor or its employees, agents, representatives, or subcontractors. The Contractor agrees to include this provision in all its subcontracts under the Contract.

6.4 Inspection and Acceptance of Commodities.

6.4.1 Risk of Loss.

Matters of inspection and acceptance are addressed in section 215.422, F.S. Until acceptance, risk of loss or damage will remain with the Contractor. The Contractor will be responsible for filing, processing, and collecting all damage claims. To assist the Contractor with damage claims, the Customer will: record any evidence of visible damage on all copies of the delivering carrier's bill of lading; report damages to the carrier and the Contractor; and provide the Contractor with a copy of the carrier's bill of lading and damage inspection report.

6.4.2 Rejected Commodities.

When a Customer rejects a commodity, Contractor will remove the commodity from the premises within ten (10) calendar days after notification of rejection, and the risk of loss will remain with the Contractor. Commodities not removed by the Contractor within ten (10) calendar days will be deemed abandoned by the Contractor, and the Customer will have the right to dispose of such commodities. Contractor will reimburse the Customer for costs and expenses incurred in storing or effecting removal or disposition of rejected commodities.

6.5 Safety Standards.

Performance of the Contract for all commodities or contractual services must comply with requirements of the Occupational Safety and Health Act and other applicable State of Florida and federal requirements.

6.6 Ombudsman.

A Vendor Ombudsman has been established within the Department of Financial Services. The duties of this office are found in section 215.422, F.S., which include disseminating information relative to prompt payment and assisting contractors in receiving their payments in a timely manner from a Customer. The Vendor Ombudsman may be contacted at (850) 413-5516.

6.7 Time is of the Essence.

Time is of the essence regarding every obligation of the Contractor under the Contract. Each obligation is deemed material, and a breach of any such obligation (including a breach resulting from untimely performance) is a material breach.

6.8 Waiver.

The delay or failure by the Department or the Customer to exercise or enforce any rights under the Contract will not constitute waiver of such rights.

6.9 Modification and Severability.

The Contract may only be modified by written agreement between the Department and the Contractor. Should a court determine any provision of the Contract is invalid, the remaining provisions will not be affected, and the rights and obligations of the Parties will be construed and enforced as if the Contract did not contain the provision held invalid.

6.10 Cooperative Purchasing.

Pursuant to their own governing laws, and subject to the agreement of the Contractor, governmental entities that are not Customers may make purchases under the terms and conditions contained herein, if agreed to by Contractor. Such purchases are independent of the Contract between the Department and the Contractor, and the Department is not a party to these transactions. Agencies seeking to make purchases under this Contract are required to follow the requirements of Rule 60A-1.045(5), F.A.C.

SECTION 7. LIABILITY AND INSURANCE.

7.1 Workers' Compensation Insurance.

The Contractor shall maintain workers' compensation insurance as required under the Florida Workers' Compensation Law or the workers' compensation law of another jurisdiction where applicable. The Contractor must require all subcontractors to similarly provide workers' compensation insurance for all of the latter's employees. In the event work is being performed by the Contractor under the Contract and any class of employees performing the work is not protected under Workers' Compensation statutes, the Contractor must provide, and cause each subcontractor to provide, adequate insurance satisfactory to the Department, for the protection of employees not otherwise protected.

7.2 General Liability Insurance.

The Contractor must secure and maintain Commercial General Liability Insurance, including bodily injury, property damage, products, personal and advertising injury, and completed operations. This insurance must provide coverage for all claims that may arise from performance of the Contract or completed operations, whether by the Contractor or anyone directly or indirectly employed by the Contractor. Such insurance must include the State of Florida as an additional insured for the entire length of the resulting contract. The Contractor is responsible for determining the minimum limits of liability necessary to provide reasonable financial protections to the Contractor and the State of Florida under the resulting contract.

7.3 Florida Authorized Insurers.

All insurance shall be with insurers authorized and eligible to transact the applicable line of insurance business in the State of Florida. The Contractor shall provide Certification(s) of Insurance evidencing that all appropriate coverage is in place and showing the Department to be an additional insured.

7.4 Performance Bond.

Unless otherwise prohibited by law, the Department may require the Contractor to furnish, without additional cost to the Department, a performance bond or irrevocable letter of credit or other form of security for the satisfactory performance of work hereunder. The Department shall determine the type and amount of security.

7.5 Indemnification.

To the extent permitted by Florida law, the Contractor agrees to indemnify, defend, and hold the Customer and the State of Florida, its officers, employees, and agents harmless from all fines, claims, assessments, suits, judgments, or damages, including consequential, special, indirect, and punitive damages, including court costs and attorney's fees, arising from or relating to violation or infringement of a trademark, copyright, patent, trade secret, or intellectual property right or out of any acts, actions, breaches, neglect, or omissions of the Contractor, its employees, agents, subcontractors, assignees, or delegates related to the Contract, as well as for any determination arising out of or related to the Contract that the Contractor or Contractor's employees, agents, subcontractors, assignees, or delegates are not independent contractors in relation to the Customer. The Contract does not constitute a waiver of sovereign immunity or consent by the Customer or the State of Florida or its subdivisions to suit by third parties. Without limiting this indemnification, the Customer may provide the Contractor (1) written notice of any action or threatened action, (2) the opportunity to take over and settle or defend any such action at Contractor's sole expense, and (3) assistance in defending the action at Contractor's sole expense.

7.6 Limitation of Liability.

Unless otherwise specifically enumerated in the Contract or in the purchase order, neither the Department nor the Customer shall be liable for special, indirect, punitive, or consequential damages, including lost data or records (unless the Contract or purchase order requires the Contractor to back-up data or records), even if the Department or Customer has been advised that such damages are possible. Neither the Department nor the Customer shall be liable for lost profits, lost revenue, or lost institutional operating savings. The Department or Customer may, in addition to other remedies available to them at law or equity and upon notice to the Contractor, retain such monies from amounts due Contractor as may be necessary to satisfy any claim for damages, penalties, costs, and the like asserted by or against them. The State may set off any liability or other obligation of the Contractor or its affiliates to the State against any payments due the Contractor under any contract with the State.

SECTION 8. PUBLIC RECORDS, TRADE SECRETS, DOCUMENT MANAGEMENT, AND INTELLECTUAL PROPERTY.

8.1 Public Records.

8.1.1 Termination of Contract.

The Department may terminate the Contract for refusal by the Contractor to comply with this section by not allowing access to all public records, as defined in Chapter 119, F. S., made or received by the Contractor in conjunction with the Contract.

8.1.2 Statutory Notice.

Pursuant to section 119.0701(2)(a), F.S., for contracts for services with a contractor acting on behalf of a public agency, as defined in section 119.011(2), F.S., the following applies:

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT THE TELEPHONE NUMBER, EMAIL ADDRESS, AND MAILING ADDRESS PROVIDED IN THE RESULTING CONTRACT OR PURCHASE ORDER.

Pursuant to section 119.0701(2)(b), F.S., for contracts for services with a contractor acting on behalf of a public agency as defined in section 119.011(2), F.S., the Contractor shall:

- (a) Keep and maintain public records required by the public agency to perform the service.
- (b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law.
- (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if the Contractor does not transfer the records to the public agency.
- (d) Upon completion of the Contract, transfer, at no cost, to the public agency all public records in possession of the Contractor or keep and maintain public records required by the public agency to perform the service. If the Contractor transfers all public records to the public agency upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

8.2 Protection of Trade Secrets or Otherwise Confidential Information.

8.2.1 Contractor Designation of Trade Secrets or Otherwise Confidential Information.

If the Contractor considers any portion of materials to be trade secret under section 688.002 or 812.081, F.S., or otherwise confidential under Florida or federal law, the Contractor must clearly designate that portion of the materials as trade secret or otherwise confidential when submitted to the Department. The Contractor will be

responsible for responding to and resolving all claims for access to Contract-related materials it has designated trade secret or otherwise confidential.

8.2.2 Public Records Requests.

If the Department receives a public records request for materials designated by the Contractor as trade secret or otherwise confidential under Florida or federal law, the Contractor will be responsible for taking the appropriate legal action in response to the request. If the Contractor fails to take appropriate and timely action to protect the materials designated as trade secret or otherwise confidential, the Department will provide the materials to the requester.

8.2.3 Indemnification Related to Confidentiality of Materials.

The Contractor will protect, defend, indemnify, and hold harmless the Department for claims, costs, fines, and attorney's fees arising from or relating to its designation of materials as trade secret or otherwise confidential.

8.3 Document Management.

The Contractor must retain sufficient documentation to substantiate claims for payment under the Contract and all other records, electronic files, papers, and documents that were made in relation to this Contract. The Contractor must retain all documents related to the Contract for five (5) years after expiration of the Contract or, if longer, the period required by the General Records Schedules maintained by the Florida Department of State available at the Department of State's Records Management website.

8.4 Intellectual Property.

8.4.1 Ownership.

Unless specifically addressed otherwise in the Contract, the State of Florida shall be the owner of all intellectual property rights to all property created or developed in connection with the Contract.

8.4.2 Patentable Inventions or Discoveries.

Any inventions or discoveries developed in the course, or as a result, of services in connection with the Contract that are patentable pursuant to 35 U.S.C. § 101 are the sole property of the State of Florida. Contractor must inform the Customer of any inventions or discoveries developed or made through performance of the Contract, and such inventions or discoveries will be referred to the Florida Department of State for a determination on whether patent protection will be sought. The State of Florida will be the sole owner of all patents resulting from any invention or discovery made through performance of the Contract.

8.4.3 Copyrightable Works.

Contractor must notify the Department or State of Florida of any publications, artwork, or other copyrightable works developed in connection with the Contract. All copyrights created or developed through performance of the Contract are owned solely by the State of Florida.

SECTION 9. DATA SECURITY.

The Contractor will maintain the security of State of Florida data including, but not limited to, maintaining a secure area around any displayed visible data and ensuring data is stored and secured when not in use. The Contractor and subcontractors will not perform any of the services from outside of the United States, and the Contractor will not allow any State of Florida data to be sent by any medium, transmitted, or accessed outside the United States due to Contractor's action or inaction. In the event of a security breach involving State of Florida data, the Contractor shall give notice to the Customer and the Department within one business day. "Security breach" for purposes of this section will refer to a confirmed event that compromises the confidentiality, integrity, or availability of data. Once a data breach has been contained, the Contractor must provide the Department with a post-incident report documenting all containment, eradication, and recovery measures taken. The Department reserves the right in its sole discretion to enlist a third party to audit Contractor's findings and produce an independent report, and the Contractor will fully cooperate with the third party. The Contractor will also comply with all HIPAA requirements and any other state and federal rules and regulations regarding security of information.

SECTION 10. GRATUITIES, LOBBYING, AND COMMUNICATIONS.

10.1 Gratuities.

The Contractor will not, in connection with this Contract, directly or indirectly (1) offer, give, or agree to give anything of value to anyone as consideration for any State of Florida officer's or employee's decision, opinion, recommendation, vote, other exercise of discretion, or violation of a known legal duty, or (2) offer, give, or agree to give to anyone anything of value for the benefit of, or at the direction or request of, any State of Florida officer or employee.

10.2 Lobbying.

In accordance with sections 11.062 and 216.347, F.S., Contract funds are not to be used for the purpose of lobbying the Legislature, the judicial branch, or the Department. Pursuant to section 287.058(6), F.S., the Contract does not prohibit the Contractor from lobbying the executive or legislative branch concerning the scope of services, performance, term, or compensation regarding the Contract after the Contract is executed and during the Contract term.

10.3 Communications.

10.3.1 Contractor Communication or Disclosure.

The Contractor shall not make any public statements, press releases, publicity releases, or other similar communications concerning the Contract or its subject matter or otherwise disclose or permit to be disclosed any of the data or other information obtained or furnished in compliance with the Contract, without first notifying the Customer's Contract Manager and securing the Customer's prior written consent.

10.3.2 Use of Customer Statements.

The Contractor shall not use any statement attributable to the Customer or its employees for the Contractor's promotions, press releases, publicity releases, marketing, corporate communications, or other similar communications, without first notifying the Customer's Contract Manager and securing the Customer's prior written consent.

SECTION 11. CONTRACT MONITORING.

11.1 Performance Standards.

The Contractor agrees to perform all tasks and provide deliverables as set forth in the Contract. The Department and the Customer will be entitled at all times, upon request, to be advised as to the status of work being done by the Contractor and of the details thereof.

11.2 Performance Deficiencies and Financial Consequences of Non-Performance.

11.2.1 Proposal of Corrective Action Plan.

In addition to the processes set forth in the Contract (e.g., service level agreements), if the Department or Customer determines that there is a performance deficiency that requires correction by the Contractor, then the Department or Customer will notify the Contractor. The correction must be made within a time-frame specified by the Department or Customer. The Contractor must provide the Department or Customer with a corrective action plan describing how the Contractor will address all performance deficiencies identified by the Department or Customer.

11.2.2 Retainage for Unacceptable Corrective Action Plan or Plan Failure.

If the corrective action plan is unacceptable to the Department or Customer, or implementation of the plan fails to remedy the performance deficiencies, the Department or Customer will retain ten percent (10%) of the total invoice amount. The retainage will be withheld until the Contractor resolves the performance deficiencies. If the performance deficiencies are resolved, the Contractor may invoice the Department or Customer for the retained amount. If the Contractor fails to resolve the performance deficiencies, the retained amount will be forfeited to compensate the Department or Customer for the performance deficiencies.

11.3 Performance Delay.

11.3.1 Notification.

The Contractor will promptly notify the Department or Customer upon becoming aware of any circumstances that may reasonably be expected to jeopardize the timely and successful completion (or delivery) of any commodity or contractual service. The Contractor will use commercially reasonable efforts to avoid or minimize any delays in performance and will inform the Department or the Customer of the steps the Contractor is taking or will take to do so, and the projected actual completion (or delivery) time. If the Contractor believes a delay in performance by the Department or the Customer has caused or will cause the Contractor to be unable to perform its obligations on time, the Contractor will promptly so notify the Department and use commercially reasonable efforts to perform its obligations on time notwithstanding the Department's delay.

11.3.2 Liquidated Damages.

The Contractor acknowledges that delayed performance will damage the Department/Customer, but by their nature such damages are difficult to ascertain. Accordingly, the liquidated damages provisions stated in the Contract documents will apply. Liquidated damages are not intended to be a penalty and are solely intended to compensate for damages.

11.4 Force Majeure, Notice of Delay, and No Damages for Delay.

The Contractor will not be responsible for delay resulting from its failure to perform if neither the fault nor the negligence of the Contractor or its employees or agents contributed to the delay, and the delay is due directly to fire, explosion, earthquake, windstorm, flood, radioactive or toxic chemical hazard, war, military hostilities, terrorism, civil emergency, embargo, riot, strike, violent civil unrest, or other similar cause wholly beyond the Contractor's reasonable control, or for any of the foregoing that affect subcontractors or suppliers if no alternate source of supply is available to the Contractor. The foregoing does not excuse delay which could have been avoided if the Contractor implemented any risk mitigation required by the Contract. In case of any delay the Contractor believes is excusable, the Contractor will notify the Department in writing of the delay or potential delay and describe the cause of the delay either (1) within ten (10) calendar days after the cause that created or will create the delay first arose, if the Contractor could reasonably foresee that a delay could occur as a result, or (2) if delay is not reasonably foreseeable, within five (5) calendar days after the date the Contractor first had reason to believe that a delay could result. The foregoing will constitute the Contractor's sole remedy or excuse with respect to delay. Providing notice in strict accordance with this paragraph is a condition precedent to such remedy. No claim for damages will be asserted by the Contractor. The Contractor will not be entitled to an increase in the Contract price or payment of any kind from the Department for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference, or hindrance from any cause whatsoever. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist the Contractor will perform at no increased cost, unless the Department determines, in its sole discretion, that the delay will significantly impair the value of the Contract to the State of Florida or to Customers, in which case the Department may (1) accept allocated performance or deliveries from the Contractor, provided that the Contractor grants preferential treatment to Customers and the Department with respect to commodities or contractual services subjected to allocation, or (2) purchase from other sources (without recourse to and by the Contractor for the related costs and expenses) to replace all or part of the commodity or contractual services that are the subject of the delay, which purchases may be deducted from the Contract quantity, or (3) terminate the Contract in whole or in part.

SECTION 12. CONTRACT AUDITS.

12.1 Performance or Compliance Audits.

The Department may conduct or have conducted performance and/or compliance audits of the Contractor and subcontractors as determined by the Department. The Department may conduct an audit and review all the Contractor's and subcontractors' data and records that directly relate to the Contract. To the extent necessary to verify the Contractor's fees and claims for payment under the Contract, the Contractor's agreements or contracts with subcontractors, partners, or agents of the Contractor, pertaining to the Contract, may be inspected by the Department upon fifteen (15) calendar days' notice, during normal working hours and in accordance with the Contractor's facility access procedures where facility access is required. Release statements from its subcontractors, partners, or agents are not required for the Department or its designee to conduct compliance and performance audits on any of the Contractor's contracts relating to this Contract. The Inspector General, in accordance with section 5.6, the State of Florida's Chief Financial Officer, the Office of the Auditor General also have authority to perform audits and inspections.

12.2 Payment Audit.

Records of costs incurred under terms of the Contract will be maintained in accordance with section 8.3 of these Special Contract Conditions. Records of costs incurred will include the Contractor's general accounting records, together with supporting documents and records of the Contractor and all subcontractors performing work, and all other records of the Contractor and subcontractors considered necessary by the Department, the State of Florida's Chief Financial Officer, or the Office of the Auditor General.

SECTION 13. BACKGROUND SCREENING AND SECURITY.

13.1 Background Check.

The Department or Customer may require the Contractor to conduct background checks of its employees, agents, representatives, and subcontractors as directed by the Department or Customer. The cost of the background checks will be borne by the Contractor. The Department or Customer may require the Contractor to exclude the Contractor's employees, agents, representatives, or subcontractors based on the background check results. In addition, the Contractor must ensure that all persons have a responsibility to self-report to the Contractor within three (3) calendar days any arrest for any disqualifying offense. The Contractor must notify the Contract Manager within twenty-four (24) hours of all details concerning any reported arrest. Upon the request of the Department or Customer, the Contractor will re-screen any of its employees, agents, representatives, and subcontractors during the term of the Contract.

13.2 E-Verify.

The Contractor must use the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired during the term of the Contract for the services specified in the Contract. The Contractor must also include a requirement in subcontracts that the subcontractor must utilize the E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the Contract term. In order to implement this provision, the Contractor must provide a copy of its DHS Memorandum of Understanding (MOU) to the Contract Manager within five (5) calendar days of Contract execution. If the Contractor is not enrolled in DHS E-Verify System, it will do so within five (5) calendar days of notice of Contract award and provide the Contract Manager a copy of its MOU within five (5) calendar days of Contract execution. The link to E-Verify is <https://www.uscis.gov/e-verify>. Upon each Contractor or subcontractor new hire, the Contractor must provide a statement within five (5) calendar days to the Contract Manager identifying the new hire with its E-Verify case number.

13.3 Disqualifying Offenses.

If at any time it is determined that a person has been found guilty of a misdemeanor or felony offense as a result of a trial or has entered a plea of guilty or nolo contendere, regardless of whether adjudication was withheld, within the last six (6) years from the date of the court's determination for the crimes listed below, or their equivalent in any jurisdiction, the Contractor is required to immediately remove that person from any position with access to State of Florida data or directly performing services under the Contract. The disqualifying offenses are as follows:

- (a) Computer related crimes;
- (b) Information technology crimes;

- (c) Fraudulent practices;
- (d) False pretenses;
- (e) Frauds;
- (f) Credit card crimes;
- (g) Forgery;
- (h) Counterfeiting;
- (i) Violations involving checks or drafts;
- (j) Misuse of medical or personnel records; and
- (k) Felony theft.

13.4 Confidentiality.

The Contractor must maintain confidentiality of all confidential data, files, and records related to the commodities or contractual services provided pursuant to the Contract and must comply with all state and federal laws, including, but not limited to sections 381.004, 384.29, 392.65, and 456.057, F.S. The Contractor's confidentiality procedures must be consistent with the most recent version of the Department security policies, protocols, and procedures. The Contractor must also comply with any applicable professional standards with respect to confidentiality of information.

SECTION 14. WARRANTY OF CONTRACTOR'S ABILITY TO PERFORM.

The Contractor warrants that, to the best of its knowledge, there is no pending or threatened action, proceeding, or investigation, or any other legal or financial condition, that would in any way prohibit, restrain, or diminish the Contractor's ability to satisfy its Contract obligations. The Contractor warrants that neither it nor any affiliate is currently on the Suspended Vendor List, Convicted Vendor List, or the Discriminatory Vendor List, or on any similar list maintained by any other state or the federal government. The Contractor shall immediately notify the Department in writing if its ability to perform is compromised in any manner during the term of the Contract.



CONTRACT EXHIBIT F

ADDITIONAL SPECIAL CONTRACT CONDITIONS

The sections of the Special Contract Conditions referenced below are replaced in their entirety as follows:

5.1 Conduct of Business.

The Contractor must comply with all laws, rules, codes, ordinances, and licensing requirements that are applicable to the conduct of its business, including those of federal, state, and local agencies having jurisdiction and authority. For example, the Contractor must comply with section 274A of the Immigration and Nationality Act, the Americans with Disabilities Act, Health Insurance Portability and Accountability Act, if applicable, and all prohibitions against discrimination on the basis of race, religion, sex, creed, national origin, handicap, marital status, or veteran's status. The provisions of subparagraphs 287.058(1)(a)-(c) and (g), F.S., are hereby incorporated by reference.

Nothing contained within this Contract shall be construed to prohibit the Contractor from disclosing information relevant to performance of the Contract or purchase order to members or staff of the Florida Senate or Florida House of Representatives.

Pursuant to section 287.057(26), F.S., the Contractor shall ensure a representative will be available to team members of the continuing oversight team.

5.4 Convicted, Discriminatory, Antitrust Violator, and Suspended Vendor Lists.

In accordance with sections 287.133, 287.134, and 287.137, F.S., the Contractor is hereby informed of the provisions of sections 287.133(2)(a), 287.134(2)(a), and 287.137(2)(a), F.S. For purposes of this Contract, a person or affiliate who is on the Convicted Vendor List, the Discriminatory Vendor List, or the Antitrust Violator Vendor List may not perform work as a contractor, supplier, subcontractor, or consultant under the Contract. The Contractor must notify the Department if it or any of its suppliers, subcontractors, or consultants have been placed on the Convicted Vendor List, the Discriminatory Vendor List, or the Antitrust Violator Vendor List during the term of the Contract.

In accordance with section 287.1351, F.S., a vendor placed on the Suspended Vendor List may not enter into or renew a contract to provide any goods or services to an agency after its placement on the Suspended Vendor List.

A firm or individual placed on the Suspended Vendor List pursuant to section 287.1351, F.S., the Convicted Vendor List pursuant to section 287.133, F.S., the Antitrust Violator Vendor List pursuant to section 287.137, F.S., or the Discriminatory Vendor List pursuant to section 287.134, F.S., is immediately disqualified from Contract eligibility.

5.7 Cooperation with Inspector General and Records Retention.

Pursuant to section 20.055(5), F.S., the Contractor understands and will comply with its duty to cooperate with the Inspector General in any investigation, audit, inspection, review, or hearing. Upon request of the Inspector General or any other authorized State official, the Contractor must provide any information the Inspector General deems relevant. Such information may include, but will not be limited to, the Contractor's business or financial records, documents, or files of any type or form that refer to or relate to the Contract. The Contractor will retain such records for the longer of five years after the expiration or termination of the Contract, or the period required by the General Records Schedules maintained by the Florida Department of State, at the Department of State's Records Management website. The Contractor agrees to reimburse the State of Florida for the reasonable costs of investigation incurred by the Inspector General or other authorized State of Florida official for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the State of Florida which results in the suspension or debarment of the Contractor. Such costs will include but will not be limited to: salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor agrees to impose the same obligations to cooperate with the Inspector General and retain records on any subcontractors used to provide goods or services under the Contract.

8.1.1 Termination of Contract.

The Department may terminate the Contract for refusal by the Contractor to comply with this section by not allowing access to all public records, as defined in Chapter 119, F. S., made or received by the Contractor in conjunction with the Contract unless the records are exempt from s. 24(a) of Art. I of the State Constitution and section 119.071(1), F.S.

8.1.2 Statutory Notice.

Pursuant to section 119.0701(2)(a), F.S., for contracts for services with a contractor acting on behalf of a public agency, as defined in section 119.011(2), F.S., the following applies:

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE DEPARTMENT'S CONTRACT MANAGER LISTED IN SECTION 4.3 OF THE SPECIAL CONTRACT CONDITIONS.

Pursuant to section 119.0701(2)(b), F.S., for contracts for services with a contractor acting on behalf of a public agency as defined in section 119.011(2), F.S., the Contractor shall:

- (a) Keep and maintain public records required by the public agency to perform the service.
- (b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law.
- (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure are not disclosed except as authorized by law for the duration of the Contract term and

following the completion of the Contract if the Contractor does not transfer the records to the public agency.

(d) Upon completion of the Contract, transfer, at no cost, to the public agency all public records in possession of the Contractor or keep and maintain public records required by the public agency to perform the service. If the Contractor transfers all public records to the public agency upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

12.1 Performance or Compliance Audits.

The Department may conduct or have conducted performance and/or compliance audits of the Contractor and subcontractors as determined by the Department. The Department may conduct an audit and review all the Contractor's and subcontractors' data and records that directly relate to the Contract. To the extent necessary to verify the Contractor's fees and claims for payment under the Contract, the Contractor's agreements or contracts with subcontractors, partners, or agents of the Contractor, pertaining to the Contract, may be inspected by the Department upon fifteen (15) calendar days' notice, during normal working hours and in accordance with the Contractor's facility access procedures where facility access is required. Release statements from its subcontractors, partners, or agents are not required for the Department or its designee to conduct compliance and performance audits on any of the Contractor's contracts relating to this Contract. The Inspector General, the State of Florida's Chief Financial Officer, and the Office of the Auditor General shall also have authority to perform audits and inspections.

12.3 Document Inspection.

In accordance with section 216.1366, F.S., the Department is authorized to inspect the: (a) financial records, papers, and documents of the Contractor that are directly related to the performance of the Contract or the expenditure of state funds; and (b) programmatic records, papers, and documents of the Contractor which the Department determines are necessary to monitor the performance of the Contract or to ensure that the terms of the Contract are being met. The Contractor shall provide such records, papers, and documents requested by the Department within 10 Business Days after the request is made.

13.2 E-Verify.

The Contractor and its subcontractors have an obligation to utilize the U.S. Department of Homeland Security's (DHS) E-Verify system for all newly hired employees in accordance with section 448.095, F.S. By executing this Contract, the Contractor certifies that it is registered with, and uses, the E-Verify system for all newly hired employees in accordance with section 448.095, F.S. The Contractor must obtain an affidavit from its subcontractors in accordance with paragraph (2)(b) of section 448.095, F.S., and maintain a copy of such affidavit for the duration of the Contract. The Contractor shall provide a copy of its DHS Memorandum of Understanding (MOU) to the Department's Contract Manager within five days of Contract execution.

This section serves as notice to the Contractor regarding the requirements of section 448.095, F.S., specifically sub-paragraph (2)(c)1, and the Department's obligation to terminate the Contract if it has a good faith belief that the Contractor has knowingly violated section 448.09(1), F.S. If terminated for such reason, the Contractor will not be eligible for award of a public contract for at least one year after the date of such termination. The Department will promptly notify the

Contractor and order the immediate termination of the contract between the Contractor and a subcontractor performing work on its behalf for this Contract should the Department have a good faith belief that the subcontractor has knowingly violated section 448.09(1), F.S.

**Temporary Staffing Services
RFP No. 21-80111600-RFP
Attachment C
Cost Proposal**

Respondent's Name: **Computer Aid, Inc**

Occupational Code	Job Category	Job Title	2019 Hourly Wage (DEO), Entry	2019 Hourly Wage (DEO), Experienced	INITIAL TERM					RENEWAL TERM				
					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
LEVEL ONE (REQUIRED) JOB TITLES														
11-3010	Administrative	Administrative Services and Facilities Managers	\$ 25.23	\$ 54.26	\$ 25.23	\$ 54.26	35%	\$ 34.06	\$ 73.25	\$ 25.23	\$ 54.26	35%	\$ 34.06	\$ 73.25
11-3121	Administrative	Human Resources Managers	\$ 29.41	\$ 62.84	\$ 29.41	\$ 62.84	35%	\$ 39.70	\$ 84.83	\$ 29.41	\$ 62.84	35%	\$ 39.70	\$ 84.83
11-3131	Administrative	Training and Development Managers	\$ 28.52	\$ 57.18	\$ 28.52	\$ 57.18	35%	\$ 38.50	\$ 77.19	\$ 28.52	\$ 57.18	35%	\$ 38.50	\$ 77.19
13-1031	Administrative	Claims Adjusters, Examiners, and Investigators	\$ 19.22	\$ 35.92	\$ 19.22	\$ 35.92	35%	\$ 25.95	\$ 48.49	\$ 19.22	\$ 35.92	35%	\$ 25.95	\$ 48.49
13-1041	Administrative	Compliance Officers	\$ 17.34	\$ 38.14	\$ 17.34	\$ 38.14	35%	\$ 23.41	\$ 51.49	\$ 17.34	\$ 38.14	35%	\$ 23.41	\$ 51.49
13-1071	Administrative	Human Resources Specialists	\$ 17.86	\$ 33.53	\$ 17.86	\$ 33.53	35%	\$ 24.11	\$ 45.27	\$ 17.86	\$ 33.53	35%	\$ 24.11	\$ 45.27
13-1075	Administrative	Labor Relations Specialists	\$ 11.81	\$ 39.27	\$ 11.00	\$ 39.27	35%	\$ 14.85	\$ 53.01	\$ 11.00	\$ 39.27	35%	\$ 14.85	\$ 53.01
13-1141	Administrative	Compensation, Benefits, and Job Analysis Specialists	\$ 17.35	\$ 30.56	\$ 17.35	\$ 30.56	35%	\$ 23.42	\$ 41.26	\$ 17.35	\$ 30.56	35%	\$ 23.42	\$ 41.26
13-1151	Administrative	Training and Development Specialists	\$ 14.76	\$ 34.18	\$ 14.76	\$ 34.18	35%	\$ 19.93	\$ 46.14	\$ 14.76	\$ 34.18	35%	\$ 19.93	\$ 46.14
13-1161	Administrative	Market Research Analysts and Marketing Specialists	\$ 15.96	\$ 36.52	\$ 15.96	\$ 36.52	35%	\$ 21.55	\$ 49.30	\$ 15.96	\$ 36.52	35%	\$ 21.55	\$ 49.30
13-2011	Administrative	Accountants and Auditors	\$ 20.97	\$ 41.89	\$ 20.97	\$ 41.89	35%	\$ 28.31	\$ 56.55	\$ 20.97	\$ 41.89	35%	\$ 28.31	\$ 56.55
13-2020	Administrative	Property Appraisers and Assessors	\$ 13.78	\$ 32.80	\$ 13.78	\$ 32.80	35%	\$ 18.60	\$ 44.28	\$ 13.78	\$ 32.80	35%	\$ 18.60	\$ 44.28
13-2031	Administrative	Budget Analysts	\$ 23.60	\$ 41.04	\$ 23.60	\$ 41.04	35%	\$ 31.86	\$ 55.40	\$ 23.60	\$ 41.04	35%	\$ 31.86	\$ 55.40
13-2098	Administrative	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	\$ 19.77	\$ 43.12	\$ 19.77	\$ 43.12	35%	\$ 26.69	\$ 58.21	\$ 19.77	\$ 43.12	35%	\$ 26.69	\$ 58.21
15-1245	Administrative	Database Administrators and Architects	\$ 25.68	\$ 52.31	\$ 25.68	\$ 52.31	35%	\$ 34.67	\$ 70.62	\$ 25.68	\$ 52.31	35%	\$ 34.67	\$ 70.62
15-1299	Administrative	Computer Occupations, All Other	\$ 17.86	\$ 45.33	\$ 17.86	\$ 45.33	35%	\$ 24.11	\$ 61.20	\$ 17.86	\$ 45.33	35%	\$ 24.11	\$ 61.20
21-1015	Administrative	Rehabilitation Counselors	\$ 12.02	\$ 20.41	\$ 12.02	\$ 20.41	35%	\$ 16.23	\$ 27.55	\$ 12.02	\$ 20.41	35%	\$ 16.23	\$ 27.55
21-1019	Administrative	Counselors, All Other	\$ 12.20	\$ 20.14	\$ 12.20	\$ 20.14	35%	\$ 16.47	\$ 27.19	\$ 12.20	\$ 20.14	35%	\$ 16.47	\$ 27.19
21-1029	Administrative	Social Workers, All Other	\$ 16.26	\$ 29.35	\$ 16.26	\$ 29.35	35%	\$ 21.95	\$ 39.62	\$ 16.26	\$ 29.35	35%	\$ 21.95	\$ 39.62
21-1099	Administrative	Community and Social Service Specialists, All Other	\$ 13.15	\$ 20.97	\$ 13.15	\$ 20.97	35%	\$ 17.75	\$ 28.31	\$ 13.15	\$ 20.97	35%	\$ 17.75	\$ 28.31

**Temporary Staffing Services
RFP No. 21-80111600-RFP
Attachment C
Cost Proposal**

Respondent's Name:	Computer Aid, Inc
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Occupational Code	Job Category	Job Title	2019 Hourly Wage (DEO), Entry	2019 Hourly Wage (DEO), Experienced	INITIAL TERM					RENEWAL TERM				
					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
23-2011	Administrative	Paralegals and Legal Assistants	\$ 16.32	\$ 28.71	\$ 16.32	\$ 28.71	35%	\$ 22.03	\$ 38.76	\$ 16.32	\$ 28.71	35%	\$ 22.03	\$ 38.76
23-2099	Administrative	Legal Support Workers, All Other	\$ 15.98	\$ 36.29	\$ 15.98	\$ 36.29	35%	\$ 21.57	\$ 48.99	\$ 15.98	\$ 36.29	35%	\$ 21.57	\$ 48.99
25-4013	Administrative	Museum Technicians and Conservators	\$ 13.07	\$ 22.53	\$ 13.07	\$ 22.53	35%	\$ 17.64	\$ 30.42	\$ 13.07	\$ 22.53	35%	\$ 17.64	\$ 30.42
33-1090	Administrative	Miscellaneous First-Line Supervisors, Protective Service Workers	\$ 13.87	\$ 26.83	\$ 13.87	\$ 26.83	35%	\$ 18.72	\$ 36.22	\$ 13.87	\$ 26.83	35%	\$ 18.72	\$ 36.22
43-2011	Administrative	Switchboard Operators, Including Answering Service	\$ 10.52	\$ 15.63	\$ 8.65	\$ 15.63	35%	\$ 11.68	\$ 21.10	\$ 8.65	\$ 15.63	35%	\$ 11.68	\$ 21.10
43-3031	Administrative	Bookkeeping, Accounting, and Auditing Clerks	\$ 13.26	\$ 23.10	\$ 13.26	\$ 23.10	35%	\$ 17.90	\$ 31.19	\$ 13.26	\$ 23.10	35%	\$ 17.90	\$ 31.19
43-3051	Administrative	Payroll and Timekeeping Clerks	\$ 14.91	\$ 24.13	\$ 14.91	\$ 24.13	35%	\$ 20.13	\$ 32.58	\$ 14.91	\$ 24.13	35%	\$ 20.13	\$ 32.58
43-4051	Administrative	Customer Service Representatives	\$ 11.62	\$ 19.15	\$ 11.00	\$ 19.15	35%	\$ 14.85	\$ 25.85	\$ 11.00	\$ 19.15	35%	\$ 14.85	\$ 25.85
43-4071	Administrative	File Clerks	\$ 11.33	\$ 18.43	\$ 11.00	\$ 18.43	35%	\$ 14.85	\$ 24.88	\$ 11.00	\$ 18.43	35%	\$ 14.85	\$ 24.88
43-4121	Administrative	Library Assistants, Clerical	\$ 10.53	\$ 15.83	\$ 8.65	\$ 15.83	35%	\$ 11.68	\$ 21.37	\$ 8.65	\$ 15.83	35%	\$ 11.68	\$ 21.37
43-4161	Administrative	Human Resources Assistants, Except Payroll and Timekeeping	\$ 14.05	\$ 21.46	\$ 14.05	\$ 21.46	35%	\$ 18.97	\$ 28.97	\$ 14.05	\$ 21.46	35%	\$ 18.97	\$ 28.97
43-4171	Administrative	Receptionists and Information Clerks	\$ 10.66	\$ 15.87	\$ 8.65	\$ 15.87	35%	\$ 11.68	\$ 21.42	\$ 8.65	\$ 15.87	35%	\$ 11.68	\$ 21.42
43-4199	Administrative	Information and Record Clerks, All Other	\$ 14.04	\$ 21.76	\$ 14.04	\$ 21.76	35%	\$ 18.95	\$ 29.38	\$ 14.04	\$ 21.76	35%	\$ 18.95	\$ 29.38
43-6011	Administrative	Executive Secretaries and Executive Administrative Assistants	\$ 16.59	\$ 30.17	\$ 16.59	\$ 30.17	35%	\$ 22.40	\$ 40.73	\$ 16.59	\$ 30.17	35%	\$ 22.40	\$ 40.73
43-6012	Administrative	Legal Secretaries and Administrative Assistants	\$ 15.23	\$ 26.12	\$ 15.23	\$ 26.12	35%	\$ 20.56	\$ 35.26	\$ 15.23	\$ 26.12	35%	\$ 20.56	\$ 35.26
43-6014	Administrative	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$ 11.87	\$ 20.07	\$ 11.00	\$ 20.07	35%	\$ 14.85	\$ 27.09	\$ 11.00	\$ 20.07	35%	\$ 14.85	\$ 27.09
43-9021	Administrative	Data Entry Keyers	\$ 11.61	\$ 17.42	\$ 11.00	\$ 17.42	35%	\$ 14.85	\$ 23.52	\$ 11.00	\$ 17.42	35%	\$ 14.85	\$ 23.52
43-9022	Administrative	Word Processors and Typists	\$ 11.49	\$ 17.87	\$ 11.00	\$ 17.87	35%	\$ 14.85	\$ 24.12	\$ 11.00	\$ 17.87	35%	\$ 14.85	\$ 24.12
43-9061	Administrative	Office Clerks, General	\$ 10.77	\$ 19.38	\$ 8.65	\$ 19.38	35%	\$ 11.68	\$ 26.16	\$ 8.65	\$ 19.38	35%	\$ 11.68	\$ 26.16
43-9199	Administrative	Office and Administrative Support Workers, All Other	\$ 12.51	\$ 22.45	\$ 12.51	\$ 22.45	35%	\$ 16.89	\$ 30.31	\$ 12.51	\$ 22.45	35%	\$ 16.89	\$ 30.31

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Respondent's Name: **Computer Aid, Inc**

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					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
53-7062	Administrative	Laborers and Freight, Stock, and Material Movers, Hand	\$ 10.35	\$ 16.72	\$ 8.65	\$ 16.72	35%	\$ 11.68	\$ 22.57	\$ 8.65	\$ 16.72	35%	\$ 11.68	\$ 22.57
11-9021	Industrial	Construction Managers	\$ 27.62	\$ 57.47	\$ 27.62	\$ 57.47	35%	\$ 37.29	\$ 77.58	\$ 27.62	\$ 57.47	35%	\$ 37.29	\$ 77.58
33-1011	Industrial	First-Line Supervisors of Correctional Officers	\$ 20.64	\$ 34.68	\$ 20.64	\$ 34.68	35%	\$ 27.86	\$ 46.82	\$ 20.64	\$ 34.68	35%	\$ 27.86	\$ 46.82
37-1012	Industrial	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	\$ 14.83	\$ 27.00	\$ 14.83	\$ 27.00	35%	\$ 20.02	\$ 36.45	\$ 14.83	\$ 27.00	35%	\$ 20.02	\$ 36.45
43-1011	Industrial	First-Line Supervisors of Office and Administrative Support Workers	\$ 16.60	\$ 32.04	\$ 16.60	\$ 32.04	35%	\$ 22.41	\$ 43.25	\$ 16.60	\$ 32.04	35%	\$ 22.41	\$ 43.25
43-2099	Industrial	Communications Equipment Operators, All Other	\$ 10.76	\$ 18.03	\$ 8.65	\$ 18.03	35%	\$ 11.68	\$ 24.34	\$ 8.65	\$ 18.03	35%	\$ 11.68	\$ 24.34
45-1011	Industrial	First-Line Supervisors of Farming, Fishing, and Forestry Workers	\$ 15.71	\$ 31.71	\$ 15.71	\$ 31.71	35%	\$ 21.21	\$ 42.81	\$ 15.71	\$ 31.71	35%	\$ 21.21	\$ 42.81
47-3019	Industrial	Helpers, Construction Trades, All Other	\$ 11.57	\$ 16.85	\$ 11.00	\$ 16.85	35%	\$ 14.85	\$ 22.75	\$ 11.00	\$ 16.85	35%	\$ 14.85	\$ 22.75
47-4011	Industrial	Construction and Building Inspectors	\$ 18.04	\$ 32.66	\$ 18.04	\$ 32.66	35%	\$ 24.35	\$ 44.09	\$ 18.04	\$ 32.66	35%	\$ 24.35	\$ 44.09
49-9071	Industrial	Maintenance and Repair Workers, General	\$ 12.18	\$ 20.58	\$ 12.18	\$ 20.58	35%	\$ 16.44	\$ 27.78	\$ 12.18	\$ 20.58	35%	\$ 16.44	\$ 27.78
53-7065	Industrial	Stockers and Order Fillers	\$ 10.35	\$ 14.87	\$ 8.65	\$ 14.87	35%	\$ 11.68	\$ 20.07	\$ 8.65	\$ 14.87	35%	\$ 11.68	\$ 20.07
LEVEL TWO JOB TITLES														
13-1198	Administrative	Project Management Specialists and Business Operations Specialists, All Other	\$ 16.96	\$ 41.25	\$ 16.96	\$ 41.25	35%	\$ 22.90	\$ 55.69	\$ 16.96	\$ 41.25	35%	\$ 22.90	\$ 55.69
19-1013	Administrative	Soil and Plant Scientists	\$ 16.08	\$ 41.40	\$ 16.08	\$ 41.40	35%	\$ 21.71	\$ 55.89	\$ 16.08	\$ 41.40	35%	\$ 21.71	\$ 55.89
19-1023	Administrative	Zoologists and Wildlife Biologists	\$ 14.15	\$ 26.46	\$ 14.15	\$ 26.46	35%	\$ 19.10	\$ 35.72	\$ 14.15	\$ 26.46	35%	\$ 19.10	\$ 35.72
19-1099	Administrative	Life Scientists, All Other	\$ 24.80	\$ 50.77	\$ 24.80	\$ 50.77	35%	\$ 33.48	\$ 68.54	\$ 24.80	\$ 50.77	35%	\$ 33.48	\$ 68.54
19-2021	Administrative	Atmospheric and Space Scientists	\$ 35.93	\$ 52.12	\$ 35.93	\$ 52.12	35%	\$ 48.51	\$ 70.36	\$ 35.93	\$ 52.12	35%	\$ 48.51	\$ 70.36
19-2031	Administrative	Chemists	\$ 18.56	\$ 37.53	\$ 18.56	\$ 37.53	35%	\$ 25.06	\$ 50.67	\$ 18.56	\$ 37.53	35%	\$ 25.06	\$ 50.67
19-2099	Administrative	Physical Scientists, All Other	\$ 20.98	\$ 61.58	\$ 20.98	\$ 61.58	35%	\$ 28.32	\$ 83.13	\$ 20.98	\$ 61.58	35%	\$ 28.32	\$ 83.13
19-3041	Administrative	Sociologists	\$ 19.01	\$ 37.79	\$ 19.01	\$ 37.79	35%	\$ 25.66	\$ 51.02	\$ 19.01	\$ 37.79	35%	\$ 25.66	\$ 51.02
19-4099	Administrative	Life, Physical, and Social Science Technicians, All Other	\$ 14.09	\$ 28.41	\$ 14.09	\$ 28.41	35%	\$ 19.02	\$ 38.35	\$ 14.09	\$ 28.41	35%	\$ 19.02	\$ 38.35

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21-1092	Administrative	Probation Officers and Correctional Treatment Specialists	\$ 15.20	\$ 20.32	\$ 15.20	\$ 20.32	35%	\$ 20.52	\$ 27.43	\$ 15.20	\$ 20.32	35%	\$ 20.52	\$ 27.43
23-1022	Administrative	Arbitrators, Mediators, and Conciliators	\$ 15.96	\$ 35.66	\$ 15.96	\$ 35.66	35%	\$ 21.55	\$ 48.14	\$ 15.96	\$ 35.66	35%	\$ 21.55	\$ 48.14
25-1194	Administrative	Career/Technical Education Teachers, Postsecondary	\$ 16.93	\$ 32.95	\$ 16.93	\$ 32.95	35%	\$ 22.86	\$ 44.48	\$ 16.93	\$ 32.95	35%	\$ 22.86	\$ 44.48
25-3011	Administrative	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	\$ 18.37	\$ 27.49	\$ 18.37	\$ 27.49	35%	\$ 24.80	\$ 37.11	\$ 18.37	\$ 27.49	35%	\$ 24.80	\$ 37.11
25-4011	Administrative	Archivists	\$ 12.84	\$ 21.76	\$ 12.84	\$ 21.76	35%	\$ 17.33	\$ 29.38	\$ 12.84	\$ 21.76	35%	\$ 17.33	\$ 29.38
25-4012	Administrative	Curators	\$ 12.56	\$ 28.74	\$ 12.56	\$ 28.74	35%	\$ 16.96	\$ 38.80	\$ 12.56	\$ 28.74	35%	\$ 16.96	\$ 38.80
25-4022	Administrative	Librarians and Media Collections Specialists	\$ 18.00	\$ 31.49	\$ 18.00	\$ 31.49	35%	\$ 24.30	\$ 42.51	\$ 18.00	\$ 31.49	35%	\$ 24.30	\$ 42.51
25-4031	Administrative	Library Technicians	\$ 12.50	\$ 19.85	\$ 12.50	\$ 19.85	35%	\$ 16.88	\$ 26.80	\$ 12.50	\$ 19.85	35%	\$ 16.88	\$ 26.80
25-9099	Administrative	Educational Instruction and Library Workers, All Other	\$ 14.03	\$ 27.03	\$ 14.03	\$ 27.03	35%	\$ 18.94	\$ 36.49	\$ 14.03	\$ 27.03	35%	\$ 18.94	\$ 36.49
27-1024	Administrative	Graphic Designers	\$ 14.76	\$ 28.57	\$ 14.76	\$ 28.57	35%	\$ 19.93	\$ 38.57	\$ 14.76	\$ 28.57	35%	\$ 19.93	\$ 38.57
27-3031	Administrative	Public Relations Specialists	\$ 16.81	\$ 35.39	\$ 16.81	\$ 35.39	35%	\$ 22.69	\$ 47.78	\$ 16.81	\$ 35.39	35%	\$ 22.69	\$ 47.78
27-3091	Administrative	Interpreters and Translators	\$ 12.98	\$ 33.30	\$ 12.98	\$ 33.30	35%	\$ 17.52	\$ 44.96	\$ 12.98	\$ 33.30	35%	\$ 17.52	\$ 44.96
27-3099	Administrative	Media and Communication Workers, All Other	\$ 11.11	\$ 26.78	\$ 11.00	\$ 26.78	35%	\$ 14.85	\$ 36.15	\$ 11.00	\$ 26.78	35%	\$ 14.85	\$ 36.15
27-4014	Administrative	Sound Engineering Technicians	\$ 15.05	\$ 32.42	\$ 15.05	\$ 32.42	35%	\$ 20.32	\$ 43.77	\$ 15.05	\$ 32.42	35%	\$ 20.32	\$ 43.77
41-2011	Administrative	Cashiers	\$ 9.24	\$ 12.00	\$ 8.65	\$ 12.00	35%	\$ 11.68	\$ 16.20	\$ 8.65	\$ 12.00	35%	\$ 11.68	\$ 16.20
11-9041	Industrial	Architectural and Engineering Managers	\$ 42.59	\$ 76.78	\$ 42.59	\$ 76.78	35%	\$ 57.50	\$ 103.65	\$ 42.59	\$ 76.78	35%	\$ 57.50	\$ 103.65
17-1011	Industrial	Architects, Except Landscape and Naval	\$ 22.20	\$ 44.82	\$ 22.20	\$ 44.82	35%	\$ 29.97	\$ 60.51	\$ 22.20	\$ 44.82	35%	\$ 29.97	\$ 60.51
17-1012	Industrial	Landscape Architects	\$ 20.68	\$ 39.28	\$ 20.68	\$ 39.28	35%	\$ 27.92	\$ 53.03	\$ 20.68	\$ 39.28	35%	\$ 27.92	\$ 53.03
17-1022	Industrial	Surveyors	\$ 16.47	\$ 35.00	\$ 16.47	\$ 35.00	35%	\$ 22.23	\$ 47.25	\$ 16.47	\$ 35.00	35%	\$ 22.23	\$ 47.25
17-2021	Industrial	Agricultural Engineers	\$ 24.34	\$ 41.64	\$ 24.34	\$ 41.64	35%	\$ 32.86	\$ 56.21	\$ 24.34	\$ 41.64	35%	\$ 32.86	\$ 56.21

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17-2041	Industrial	Chemical Engineers	\$ 28.26	\$ 56.49	\$ 28.26	\$ 56.49	35%	\$ 38.15	\$ 76.26	\$ 28.26	\$ 56.49	35%	\$ 38.15	\$ 76.26
17-2051	Industrial	Civil Engineers	\$ 26.86	\$ 52.09	\$ 26.86	\$ 52.09	35%	\$ 36.26	\$ 70.32	\$ 26.86	\$ 52.09	35%	\$ 36.26	\$ 70.32
17-2199	Industrial	Engineers, All Other	\$ 23.85	\$ 50.78	\$ 23.85	\$ 50.78	35%	\$ 32.20	\$ 68.55	\$ 23.85	\$ 50.78	35%	\$ 32.20	\$ 68.55
17-3011	Industrial	Architectural and Civil Drafters	\$ 18.19	\$ 29.95	\$ 18.19	\$ 29.95	35%	\$ 24.56	\$ 40.43	\$ 18.19	\$ 29.95	35%	\$ 24.56	\$ 40.43
17-3022	Industrial	Civil Engineering Technologists and Technicians	\$ 15.75	\$ 28.91	\$ 15.75	\$ 28.91	35%	\$ 21.26	\$ 39.03	\$ 15.75	\$ 28.91	35%	\$ 21.26	\$ 39.03
19-1031	Industrial	Conservation Scientists	\$ 17.23	\$ 40.07	\$ 17.23	\$ 40.07	35%	\$ 23.26	\$ 54.09	\$ 17.23	\$ 40.07	35%	\$ 23.26	\$ 54.09
19-2042	Industrial	Geoscientists, Except Hydrologists and Geographers	\$ 25.99	\$ 49.93	\$ 25.99	\$ 49.93	35%	\$ 35.09	\$ 67.41	\$ 25.99	\$ 49.93	35%	\$ 35.09	\$ 67.41
19-2043	Industrial	Hydrologists	\$ 25.62	\$ 46.82	\$ 25.62	\$ 46.82	35%	\$ 34.59	\$ 63.21	\$ 25.62	\$ 46.82	35%	\$ 34.59	\$ 63.21
19-3091	Industrial	Anthropologists and Archeologists	\$ 16.64	\$ 29.70	\$ 16.64	\$ 29.70	35%	\$ 22.46	\$ 40.10	\$ 16.64	\$ 29.70	35%	\$ 22.46	\$ 40.10
19-4010	Industrial	Agricultural and Food Science Technicians	\$ 13.04	\$ 21.96	\$ 13.04	\$ 21.96	35%	\$ 17.60	\$ 29.65	\$ 13.04	\$ 21.96	35%	\$ 17.60	\$ 29.65
19-4031	Industrial	Chemical Technicians	\$ 15.33	\$ 27.46	\$ 15.33	\$ 27.46	35%	\$ 20.70	\$ 37.07	\$ 15.33	\$ 27.46	35%	\$ 20.70	\$ 37.07
19-4092	Industrial	Forensic Science Technicians	\$ 17.91	\$ 30.34	\$ 17.91	\$ 30.34	35%	\$ 24.18	\$ 40.96	\$ 17.91	\$ 30.34	35%	\$ 24.18	\$ 40.96
33-1021	Industrial	First-Line Supervisors of Firefighting and Prevention Workers	\$ 24.56	\$ 45.34	\$ 24.56	\$ 45.34	35%	\$ 33.16	\$ 61.21	\$ 24.56	\$ 45.34	35%	\$ 33.16	\$ 61.21
33-2011	Industrial	Firefighters	\$ 15.45	\$ 29.27	\$ 15.45	\$ 29.27	35%	\$ 20.86	\$ 39.51	\$ 15.45	\$ 29.27	35%	\$ 20.86	\$ 39.51
33-3012	Industrial	Correctional Officers and Jailers	\$ 15.66	\$ 23.18	\$ 15.66	\$ 23.18	35%	\$ 21.14	\$ 31.29	\$ 15.66	\$ 23.18	35%	\$ 21.14	\$ 31.29
35-2014	Industrial	Cooks, Restaurant	\$ 10.70	\$ 15.36	\$ 8.65	\$ 15.36	35%	\$ 11.68	\$ 20.74	\$ 8.65	\$ 15.36	35%	\$ 11.68	\$ 20.74
35-2021	Industrial	Food Preparation Workers	\$ 9.73	\$ 13.23	\$ 8.65	\$ 13.23	35%	\$ 11.68	\$ 17.86	\$ 8.65	\$ 13.23	35%	\$ 11.68	\$ 17.86
37-1011	Industrial	First-Line Supervisors of Housekeeping and Janitorial Workers	\$ 12.58	\$ 22.36	\$ 12.58	\$ 22.36	35%	\$ 16.98	\$ 30.19	\$ 12.58	\$ 22.36	35%	\$ 16.98	\$ 30.19
37-2011	Industrial	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$ 9.68	\$ 14.32	\$ 8.65	\$ 14.32	35%	\$ 11.68	\$ 19.33	\$ 8.65	\$ 14.32	35%	\$ 11.68	\$ 19.33
37-2012	Industrial	Maids and Housekeeping Cleaners	\$ 9.64	\$ 12.58	\$ 8.65	\$ 12.58	35%	\$ 11.68	\$ 16.98	\$ 8.65	\$ 12.58	35%	\$ 11.68	\$ 16.98

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37-3011	Industrial	Landscaping and Groundskeeping Workers	\$ 10.64	\$ 15.66	\$ 8.65	\$ 15.66	35%	\$ 11.68	\$ 21.14	\$ 8.65	\$ 15.66	35%	\$ 11.68	\$ 21.14
37-3013	Industrial	Tree Trimmers and Pruners	\$ 12.71	\$ 19.25	\$ 12.71	\$ 19.25	35%	\$ 17.16	\$ 25.99	\$ 12.71	\$ 19.25	35%	\$ 17.16	\$ 25.99
45-2011	Industrial	Agricultural Inspectors	\$ 10.85	\$ 19.23	\$ 8.65	\$ 19.23	35%	\$ 11.68	\$ 25.96	\$ 8.65	\$ 19.23	35%	\$ 11.68	\$ 25.96
45-2099	Industrial	Agricultural Workers, All Other	\$ 10.05	\$ 14.80	\$ 8.65	\$ 14.80	35%	\$ 11.68	\$ 19.98	\$ 8.65	\$ 14.80	35%	\$ 11.68	\$ 19.98
45-4011	Industrial	Forest and Conservation Workers	\$ 14.12	\$ 18.53	\$ 14.12	\$ 18.53	35%	\$ 19.06	\$ 25.02	\$ 14.12	\$ 18.53	35%	\$ 19.06	\$ 25.02
47-1011	Industrial	First-Line Supervisors of Construction Trades and Extraction Workers	\$ 19.81	\$ 35.23	\$ 19.81	\$ 35.23	35%	\$ 26.74	\$ 47.56	\$ 19.81	\$ 35.23	35%	\$ 26.74	\$ 47.56
47-2061	Industrial	Construction Laborers	\$ 11.66	\$ 17.90	\$ 11.00	\$ 17.90	35%	\$ 14.85	\$ 24.17	\$ 11.00	\$ 17.90	35%	\$ 14.85	\$ 24.17
47-2073	Industrial	Operating Engineers and Other Construction Equipment Operators	\$ 14.76	\$ 23.05	\$ 14.76	\$ 23.05	35%	\$ 19.93	\$ 31.12	\$ 14.76	\$ 23.05	35%	\$ 19.93	\$ 31.12
47-2081	Industrial	Drywall and Ceiling Tile Installers	\$ 12.19	\$ 20.09	\$ 12.19	\$ 20.09	35%	\$ 16.46	\$ 27.12	\$ 12.19	\$ 20.09	35%	\$ 16.46	\$ 27.12
47-2111	Industrial	Electricians	\$ 15.30	\$ 25.32	\$ 15.30	\$ 25.32	35%	\$ 20.66	\$ 34.18	\$ 15.30	\$ 25.32	35%	\$ 20.66	\$ 34.18
47-2141	Industrial	Painters, Construction and Maintenance	\$ 13.25	\$ 19.65	\$ 13.25	\$ 19.65	35%	\$ 17.89	\$ 26.53	\$ 13.25	\$ 19.65	35%	\$ 17.89	\$ 26.53
47-2151	Industrial	Pipelayers	\$ 14.54	\$ 20.22	\$ 14.54	\$ 20.22	35%	\$ 19.63	\$ 27.30	\$ 14.54	\$ 20.22	35%	\$ 19.63	\$ 27.30
47-2152	Industrial	Plumbers, Pipefitters, and Steamfitters	\$ 15.16	\$ 24.93	\$ 15.16	\$ 24.93	35%	\$ 20.47	\$ 33.66	\$ 15.16	\$ 24.93	35%	\$ 20.47	\$ 33.66
47-2181	Industrial	Roofers	\$ 12.16	\$ 20.70	\$ 12.16	\$ 20.70	35%	\$ 16.42	\$ 27.95	\$ 12.16	\$ 20.70	35%	\$ 16.42	\$ 27.95
47-3011	Industrial	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	\$ 11.12	\$ 15.38	\$ 11.00	\$ 15.38	35%	\$ 14.85	\$ 20.76	\$ 11.00	\$ 15.38	35%	\$ 14.85	\$ 20.76
47-3012	Industrial	Helpers--Carpenters	\$ 10.76	\$ 15.77	\$ 8.65	\$ 15.77	35%	\$ 11.68	\$ 21.29	\$ 8.65	\$ 15.77	35%	\$ 11.68	\$ 21.29
47-3013	Industrial	Helpers--Electricians	\$ 11.70	\$ 16.91	\$ 11.00	\$ 16.91	35%	\$ 14.85	\$ 22.83	\$ 11.00	\$ 16.91	35%	\$ 14.85	\$ 22.83
47-3014	Industrial	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	\$ 10.67	\$ 14.92	\$ 8.65	\$ 14.92	35%	\$ 11.68	\$ 20.14	\$ 8.65	\$ 14.92	35%	\$ 11.68	\$ 20.14
47-3015	Industrial	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	\$ 11.98	\$ 15.62	\$ 11.00	\$ 15.62	35%	\$ 14.85	\$ 21.09	\$ 11.00	\$ 15.62	35%	\$ 14.85	\$ 21.09
47-3016	Industrial	Helpers--Roofers	\$ 12.53	\$ 17.59	\$ 12.53	\$ 17.59	35%	\$ 16.92	\$ 23.75	\$ 12.53	\$ 17.59	35%	\$ 16.92	\$ 23.75

**Temporary Staffing Services
RFP No. 21-80111600-RFP
Attachment C
Cost Proposal**

Respondent's Name: **Computer Aid, Inc**

Occupational Code	Job Category	Job Title	2019 Hourly Wage (DEO), Entry	2019 Hourly Wage (DEO), Experienced	INITIAL TERM					RENEWAL TERM				
					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
47-4041	Industrial	Hazardous Materials Removal Workers	\$ 13.04	\$ 20.78	\$ 13.04	\$ 20.78	35%	\$ 17.60	\$ 28.05	\$ 13.04	\$ 20.78	35%	\$ 17.60	\$ 28.05
47-4051	Industrial	Highway Maintenance Workers	\$ 12.44	\$ 19.63	\$ 12.44	\$ 19.63	35%	\$ 16.79	\$ 26.50	\$ 12.44	\$ 19.63	35%	\$ 16.79	\$ 26.50
49-1011	Industrial	First-Line Supervisors of Mechanics, Installers, and Repairers	\$ 18.67	\$ 34.89	\$ 18.67	\$ 34.89	35%	\$ 25.20	\$ 47.10	\$ 18.67	\$ 34.89	35%	\$ 25.20	\$ 47.10
49-2022	Industrial	Telecommunications Equipment Installers and Repairers, Except Line Installers	\$ 17.43	\$ 30.39	\$ 17.43	\$ 30.39	35%	\$ 23.53	\$ 41.03	\$ 17.43	\$ 30.39	35%	\$ 23.53	\$ 41.03
49-2094	Industrial	Electrical and Electronics Repairers, Commercial and Industrial Equipment	\$ 18.08	\$ 29.16	\$ 18.08	\$ 29.16	35%	\$ 24.41	\$ 39.37	\$ 18.08	\$ 29.16	35%	\$ 24.41	\$ 39.37
49-2098	Industrial	Security and Fire Alarm Systems Installers	\$ 14.76	\$ 23.92	\$ 14.76	\$ 23.92	35%	\$ 19.93	\$ 32.29	\$ 14.76	\$ 23.92	35%	\$ 19.93	\$ 32.29
49-3021	Industrial	Automotive Body and Related Repairers	\$ 13.43	\$ 24.35	\$ 13.43	\$ 24.35	35%	\$ 18.13	\$ 32.87	\$ 13.43	\$ 24.35	35%	\$ 18.13	\$ 32.87
49-3023	Industrial	Automotive Service Technicians and Mechanics	\$ 12.05	\$ 24.02	\$ 12.05	\$ 24.02	35%	\$ 16.27	\$ 32.43	\$ 12.05	\$ 24.02	35%	\$ 16.27	\$ 32.43
49-3042	Industrial	Mobile Heavy Equipment Mechanics, Except Engines	\$ 17.06	\$ 26.30	\$ 17.06	\$ 26.30	35%	\$ 23.03	\$ 35.51	\$ 17.06	\$ 26.30	35%	\$ 23.03	\$ 35.51
49-9043	Industrial	Maintenance Workers, Machinery	\$ 11.88	\$ 22.14	\$ 11.00	\$ 22.14	35%	\$ 14.85	\$ 29.89	\$ 11.00	\$ 22.14	35%	\$ 14.85	\$ 29.89
49-9094	Industrial	Locksmiths and Safe Repairers	\$ 12.78	\$ 21.92	\$ 12.78	\$ 21.92	35%	\$ 17.25	\$ 29.59	\$ 12.78	\$ 21.92	35%	\$ 17.25	\$ 29.59
49-9098	Industrial	Helpers--Installation, Maintenance, and Repair Workers	\$ 10.44	\$ 15.95	\$ 8.65	\$ 15.95	35%	\$ 11.68	\$ 21.53	\$ 8.65	\$ 15.95	35%	\$ 11.68	\$ 21.53
51-4121	Industrial	Welders, Cutters, Solderers, and Brazers	\$ 14.33	\$ 22.87	\$ 14.33	\$ 22.87	35%	\$ 19.35	\$ 30.87	\$ 14.33	\$ 22.87	35%	\$ 19.35	\$ 30.87
51-6011	Industrial	Laundry and Dry-Cleaning Workers	\$ 9.51	\$ 12.14	\$ 8.65	\$ 12.14	35%	\$ 11.68	\$ 16.39	\$ 8.65	\$ 12.14	35%	\$ 11.68	\$ 16.39
51-9123	Industrial	Painting, Coating, and Decorating Workers	\$ 10.75	\$ 18.98	\$ 8.65	\$ 18.98	35%	\$ 11.68	\$ 25.62	\$ 8.65	\$ 18.98	35%	\$ 11.68	\$ 25.62
53-3032	Industrial	Heavy and Tractor-Trailer Truck Drivers	\$ 13.47	\$ 24.06	\$ 13.47	\$ 24.06	35%	\$ 18.18	\$ 32.48	\$ 13.47	\$ 24.06	35%	\$ 18.18	\$ 32.48
53-3033	Industrial	Light Truck Drivers	\$ 10.74	\$ 20.84	\$ 8.65	\$ 20.84	35%	\$ 11.68	\$ 28.13	\$ 8.65	\$ 20.84	35%	\$ 11.68	\$ 28.13
53-7011	Industrial	Conveyor Operators and Tenders	\$ 11.79	\$ 17.80	\$ 11.00	\$ 17.80	35%	\$ 14.85	\$ 24.03	\$ 11.00	\$ 17.80	35%	\$ 14.85	\$ 24.03
53-7021	Industrial	Crane and Tower Operators	\$ 18.50	\$ 31.92	\$ 18.50	\$ 31.92	35%	\$ 24.98	\$ 43.09	\$ 18.50	\$ 31.92	35%	\$ 24.98	\$ 43.09
53-7051	Industrial	Industrial Truck and Tractor Operators	\$ 12.89	\$ 20.87	\$ 12.89	\$ 20.87	35%	\$ 17.40	\$ 28.17	\$ 12.89	\$ 20.87	35%	\$ 17.40	\$ 28.17

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Respondent's Name: **Computer Aid, Inc**

Occupational Code	Job Category	Job Title	2019 Hourly Wage (DEO), Entry	2019 Hourly Wage (DEO), Experienced	INITIAL TERM					RENEWAL TERM				
					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
11-9111	Medical	Medical and Health Services Managers	\$ 27.95	\$ 62.97	\$ 27.95	\$ 62.97	35%	\$ 37.73	\$ 85.01	\$ 27.95	\$ 62.97	35%	\$ 37.73	\$ 85.01
17-2111	Medical	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	\$ 25.10	\$ 46.90	\$ 25.10	\$ 46.90	35%	\$ 33.89	\$ 63.32	\$ 25.10	\$ 46.90	35%	\$ 33.89	\$ 63.32
19-1041	Medical	Epidemiologists	\$ 15.83	\$ 26.63	\$ 15.83	\$ 26.63	35%	\$ 21.37	\$ 35.95	\$ 15.83	\$ 26.63	35%	\$ 21.37	\$ 35.95
19-1042	Medical	Medical Scientists, Except Epidemiologists	\$ 24.53	\$ 49.36	\$ 24.53	\$ 49.36	35%	\$ 33.12	\$ 66.64	\$ 24.53	\$ 49.36	35%	\$ 33.12	\$ 66.64
19-2012	Medical	Physicists	\$ 42.56	\$ 79.71	\$ 42.56	\$ 79.71	35%	\$ 57.46	\$ 107.61	\$ 42.56	\$ 79.71	35%	\$ 57.46	\$ 107.61
19-4021	Medical	Biological Technicians	\$ 13.23	\$ 24.56	\$ 13.23	\$ 24.56	35%	\$ 17.86	\$ 33.16	\$ 13.23	\$ 24.56	35%	\$ 17.86	\$ 33.16
19-5011	Medical	Occupational Health and Safety Specialists	\$ 18.92	\$ 38.80	\$ 18.92	\$ 38.80	35%	\$ 25.54	\$ 52.38	\$ 18.92	\$ 38.80	35%	\$ 25.54	\$ 52.38
19-5012	Medical	Occupational Health and Safety Technicians	\$ 12.98	\$ 26.71	\$ 12.98	\$ 26.71	35%	\$ 17.52	\$ 36.06	\$ 12.98	\$ 26.71	35%	\$ 17.52	\$ 36.06
21-1018	Medical	Substance abuse, behavioral disorder, and mental health counselors	\$ 14.01	\$ 25.31	\$ 14.01	\$ 25.31	35%	\$ 18.91	\$ 34.17	\$ 14.01	\$ 25.31	35%	\$ 18.91	\$ 34.17
21-1022	Medical	Healthcare Social Workers	\$ 16.25	\$ 29.88	\$ 16.25	\$ 29.88	35%	\$ 21.94	\$ 40.34	\$ 16.25	\$ 29.88	35%	\$ 21.94	\$ 40.34
21-1023	Medical	Mental Health and Substance Abuse Social Workers	\$ 12.66	\$ 24.75	\$ 12.66	\$ 24.75	35%	\$ 17.09	\$ 33.41	\$ 12.66	\$ 24.75	35%	\$ 17.09	\$ 33.41
21-1091	Medical	Health Education Specialists	\$ 15.17	\$ 35.51	\$ 15.17	\$ 35.51	35%	\$ 20.48	\$ 47.94	\$ 15.17	\$ 35.51	35%	\$ 20.48	\$ 47.94
21-1094	Medical	Community Health Workers	\$ 13.14	\$ 23.54	\$ 13.14	\$ 23.54	35%	\$ 17.74	\$ 31.78	\$ 13.14	\$ 23.54	35%	\$ 17.74	\$ 31.78
29-1021	Medical	Dentists, General	\$ 46.80	\$ 101.81	\$ 46.80	\$ 101.81	35%	\$ 63.18	\$ 137.44	\$ 46.80	\$ 101.81	35%	\$ 63.18	\$ 137.44
29-1029	Medical	Dentists, All Other Specialists	\$ 36.93	\$ 83.38	\$ 36.93	\$ 83.38	35%	\$ 49.86	\$ 112.56	\$ 36.93	\$ 83.38	35%	\$ 49.86	\$ 112.56
29-1051	Medical	Pharmacists	\$ 46.58	\$ 64.35	\$ 46.58	\$ 64.35	35%	\$ 62.88	\$ 86.87	\$ 46.58	\$ 64.35	35%	\$ 62.88	\$ 86.87
29-1071	Medical	Physician Assistants	\$ 34.82	\$ 60.84	\$ 34.82	\$ 60.84	35%	\$ 47.01	\$ 82.13	\$ 34.82	\$ 60.84	35%	\$ 47.01	\$ 82.13
29-1122	Medical	Occupational Therapists	\$ 27.31	\$ 46.60	\$ 27.31	\$ 46.60	35%	\$ 36.87	\$ 62.91	\$ 27.31	\$ 46.60	35%	\$ 36.87	\$ 62.91
29-1124	Medical	Radiation Therapists	\$ 30.00	\$ 45.62	\$ 30.00	\$ 45.62	35%	\$ 40.50	\$ 61.59	\$ 30.00	\$ 45.62	35%	\$ 40.50	\$ 61.59
29-1126	Medical	Respiratory Therapists	\$ 23.55	\$ 30.56	\$ 23.55	\$ 30.56	35%	\$ 31.79	\$ 41.26	\$ 23.55	\$ 30.56	35%	\$ 31.79	\$ 41.26

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Respondent's Name: **Computer Aid, Inc**

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					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
29-1129	Medical	Therapists, All Other	\$ 17.55	\$ 27.73	\$ 17.55	\$ 27.73	35%	\$ 23.69	\$ 37.44	\$ 17.55	\$ 27.73	35%	\$ 23.69	\$ 37.44
29-1131	Medical	Veterinarians	\$ 27.96	\$ 56.33	\$ 27.96	\$ 56.33	35%	\$ 37.75	\$ 76.05	\$ 27.96	\$ 56.33	35%	\$ 37.75	\$ 76.05
29-1141	Medical	Registered Nurses	\$ 24.57	\$ 36.47	\$ 24.57	\$ 36.47	35%	\$ 33.17	\$ 49.23	\$ 24.57	\$ 36.47	35%	\$ 33.17	\$ 49.23
29-1151	Medical	Nurse Anesthetists	\$ 57.18	\$ 86.82	\$ 57.18	\$ 86.82	35%	\$ 77.19	\$ 117.21	\$ 57.18	\$ 86.82	35%	\$ 77.19	\$ 117.21
29-1171	Medical	Nurse Practitioners	\$ 34.57	\$ 55.92	\$ 34.57	\$ 55.92	35%	\$ 46.67	\$ 75.49	\$ 34.57	\$ 55.92	35%	\$ 46.67	\$ 75.49
29-1181	Medical	Audiologists	\$ 23.66	\$ 38.41	\$ 23.66	\$ 38.41	35%	\$ 31.94	\$ 51.85	\$ 23.66	\$ 38.41	35%	\$ 31.94	\$ 51.85
29-1292	Medical	Dental Hygienists	\$ 23.62	\$ 35.91	\$ 23.62	\$ 35.91	35%	\$ 31.89	\$ 48.48	\$ 23.62	\$ 35.91	35%	\$ 31.89	\$ 48.48
29-2010	Medical	Clinical Laboratory Technologists and Technicians	\$ 14.76	\$ 30.09	\$ 14.76	\$ 30.09	35%	\$ 19.93	\$ 40.62	\$ 14.76	\$ 30.09	35%	\$ 19.93	\$ 40.62
29-2031	Medical	Cardiovascular Technologists and Technicians	\$ 13.20	\$ 29.70	\$ 13.20	\$ 29.70	35%	\$ 17.82	\$ 40.10	\$ 13.20	\$ 29.70	35%	\$ 17.82	\$ 40.10
29-2051	Medical	Dietetic Technicians	\$ 10.27	\$ 15.50	\$ 8.65	\$ 15.50	35%	\$ 11.68	\$ 20.93	\$ 8.65	\$ 15.50	35%	\$ 11.68	\$ 20.93
29-2052	Medical	Pharmacy Technicians	\$ 12.46	\$ 17.80	\$ 12.46	\$ 17.80	35%	\$ 16.82	\$ 24.03	\$ 12.46	\$ 17.80	35%	\$ 16.82	\$ 24.03
29-2061	Medical	Licensed Practical and Licensed Vocational Nurses	\$ 17.79	\$ 23.97	\$ 17.79	\$ 23.97	35%	\$ 24.02	\$ 32.36	\$ 17.79	\$ 23.97	35%	\$ 24.02	\$ 32.36
29-2098	Medical	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	\$ 13.41	\$ 23.83	\$ 13.41	\$ 23.83	35%	\$ 18.10	\$ 32.17	\$ 13.41	\$ 23.83	35%	\$ 18.10	\$ 32.17
31-1120	Medical	Home Health and Personal Care Aides	\$ 9.98	\$ 12.77	\$ 8.65	\$ 12.77	35%	\$ 11.68	\$ 17.24	\$ 8.65	\$ 12.77	35%	\$ 11.68	\$ 17.24
31-1131	Medical	Nursing Assistants	\$ 10.81	\$ 14.64	\$ 8.65	\$ 14.64	35%	\$ 11.68	\$ 19.76	\$ 8.65	\$ 14.64	35%	\$ 11.68	\$ 19.76
31-1132	Medical	Orderlies	\$ 10.84	\$ 14.50	\$ 8.65	\$ 14.50	35%	\$ 11.68	\$ 19.58	\$ 8.65	\$ 14.50	35%	\$ 11.68	\$ 19.58
31-1133	Medical	Psychiatric Aides	\$ 10.83	\$ 14.21	\$ 8.65	\$ 14.21	35%	\$ 11.68	\$ 19.18	\$ 8.65	\$ 14.21	35%	\$ 11.68	\$ 19.18
31-2011	Medical	Occupational Therapy Assistants	\$ 25.47	\$ 34.65	\$ 25.47	\$ 34.65	35%	\$ 34.38	\$ 46.78	\$ 25.47	\$ 34.65	35%	\$ 34.38	\$ 46.78
31-2012	Medical	Occupational Therapy Aides	\$ 10.26	\$ 26.64	\$ 8.65	\$ 26.64	35%	\$ 11.68	\$ 35.96	\$ 8.65	\$ 26.64	35%	\$ 11.68	\$ 35.96
31-9091	Medical	Dental Assistants	\$ 14.68	\$ 21.31	\$ 14.68	\$ 21.31	35%	\$ 19.82	\$ 28.77	\$ 14.68	\$ 21.31	35%	\$ 19.82	\$ 28.77

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Respondent's Name:	Computer Aid, Inc
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					Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced	Pay Rate, Entry	Pay Rate, Experienced	Mark-Up Rate	Bill Rate, Entry	Bill Rate, Experienced
31-9092	Medical	Medical Assistants	\$ 13.12	\$ 17.90	\$ 13.12	\$ 17.90	35%	\$ 17.71	\$ 24.17	\$ 13.12	\$ 17.90	35%	\$ 17.71	\$ 24.17
31-9095	Medical	Pharmacy Aides	\$ 10.86	\$ 16.34	\$ 8.65	\$ 16.34	35%	\$ 11.68	\$ 22.06	\$ 8.65	\$ 16.34	35%	\$ 11.68	\$ 22.06
31-9096	Medical	Veterinary Assistants and Laboratory Animal Caretakers	\$ 10.19	\$ 15.67	\$ 8.65	\$ 15.67	35%	\$ 11.68	\$ 21.15	\$ 8.65	\$ 15.67	35%	\$ 11.68	\$ 21.15
31-9097	Medical	Phlebotomists	\$ 12.93	\$ 17.94	\$ 12.93	\$ 17.94	35%	\$ 17.46	\$ 24.22	\$ 12.93	\$ 17.94	35%	\$ 17.46	\$ 24.22
39-9098	Medical	Crematory Operators and Personal Care and Service Workers, All Other	\$ 9.12	\$ 14.91	\$ 8.65	\$ 14.91	35%	\$ 11.68	\$ 20.13	\$ 8.65	\$ 14.91	35%	\$ 11.68	\$ 20.13
43-6013	Medical	Medical Secretaries and Administrative Assistants	\$ 12.86	\$ 18.64	\$ 12.86	\$ 18.64	35%	\$ 17.36	\$ 25.16	\$ 12.86	\$ 18.64	35%	\$ 17.36	\$ 25.16
51-9081	Medical	Dental Laboratory Technicians	\$ 12.10	\$ 23.74	\$ 12.10	\$ 23.74	35%	\$ 16.34	\$ 32.05	\$ 12.10	\$ 23.74	35%	\$ 16.34	\$ 32.05



Florida Department of
Management Services

Temporary Staffing Services

RFP No. 21-80111600-RFP

Part One:
Executive Summary

Submitted by:

Computer Aid, Inc.

April 7, 2021





Part One: Organizational Proposal

Executive Summary

Statement of Understanding

The Department of Management Services (DMS) provides efficient, consolidated business services for use by public sector entities in Florida, thereby enabling them to focus on their core missions. Its motto is, “We serve those who serve Florida,” i.e., DMS’ customers are the agencies who provide public service to Florida citizens. For business functions such as purchasing, customers include State agencies, local/county government entities, and non-profit universities across the state. Among other things, DMS is responsible for maintaining MyFloridaMarketPlace (MFMP), the statewide e-procurement system. DMS also negotiates State Term Contracts (STCs) and coordinates use of alternate contract source (ACS) contracts to obtain best-available prices of goods and services for authorized entities across the state.

Until May 2020, certain temporary employment staffing services were available to Florida entities via the ACS 3141800-14-ACS *Contingent Administrative and Light Industrial Staff*. The expired ACS offered 241 occupations in 25 Occupational Groups for various administrative and industrial job titles. The ACS job titles correlated to similar occupation codes in the broadband classification system used by the State Personnel System. The ACS provided for contingent labor that mapped to these broadbands, with minimum and maximum pay ranges based on the associated broadband levels and paybands. Similar to the broadband model, pay ranges in the ACS appear as minimum and maximum within the specific job titles/experience level. DMS estimated contract spend for 3141800-14-ACS was \$22.4 million in calendar year 2019, the last full calendar year under the expired contract.

The purpose of the request for proposal (RFP) is to identify a Managed Service Provider (MSP) to provide 187 types of contingent labor for administrative, industrial, and medical staffing. Rather than broadbands, the RFP utilizes wage data published by the Florida Department of Economic Opportunity (DEO) Bureau of Workforce Statistics and Economic Research as a key factor in determining bill rates in the 187 categories. The RFP also incorporates medical staffing services unavailable under the prior ACS. For bidding purposes, the RFP uses DEO wage data to establish a ceiling pay rate for each position, with bidders to calculate markup. As noted in questions and answers (Q&A) to the RFP, actual pay rates and ensuing bill rates will change over time based on state, Federal, or other regulations, including mandated changes to Florida minimum wage. At a minimum, this will impact 99 entry level job titles over the next five years, discussed in our [Technical Proposal](#).

RFP Job Titles

Category	Level 1	Level 2	Totals
Administrative	41	24	65
Industrial	10	65	75
Medical	0	47	47
	51	136	187

The MSP will provide a 24x7 solution easily accessible to stakeholders across the state; develop and maintain a large vendor network to ensure qualified staff are available statewide; and assist agencies in obtaining temporary staff based on dynamically changing business requirements. The MSP will implement an efficient workflow that (1) allows DMS customers easy access to Florida’s labor pool; (2) provides transparency into all aspects of the temporary staffing process; and (3) produces timely and accurate information about labor hours, invoices, and purchase orders (POs) used to pay them. The

MSP will treat all parties with respect. The MSP management system will serve as an integrated ecommerce site and execute in a highly secure, U.S.-based environment.

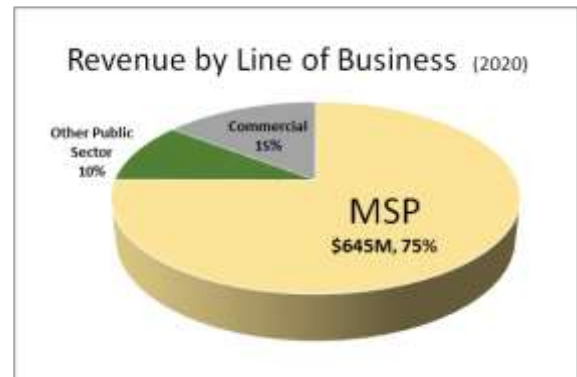
Solution Statement

Computer Aid, Inc. (CAI) is pleased to respond to RFP 21-80111600-RFP *Temporary Staffing Services*. Founded in 1981 in Pennsylvania, we are an \$863 million staffing and services firm with a long history supporting commercial and public sector clients across the U.S., with a 30-year presence in Florida. We registered to do business in Florida in 1989; have maintained a continuous presence in the state since 1991; and have provided temporary staff to State agencies continuously since 1994. We currently maintain offices in Tallahassee and Coconut Creek (Broward County). We actively support state and local government clients as summarized in the



accompanying graphic. Our largest Florida client is the Florida Department of Transportation (FDOT) and Florida’s Turnpike Enterprise (FTE), for whom we provide industrial and administrative staffing as well as information technology (IT) support. In Tallahassee, our largest client is the Department of Financial Services (DFS), for whom our team of software engineers provides maintenance and production support on the Florida Accounting Information Resource (FLAIR) system during the multi-year transition to the Planning, Account, and Ledger Management (PALM) environment. We are trusted business partners with FDOT, FTE, and DFS.

Since 2004, we have served as the MSP for multiple enterprise IT staff augmentation contracts; this represents 75 percent of our revenue, summarized in the accompanying chart. At proposal submission, this includes master contracts with eight states,¹ one with the District of Columbia, and 18 separate agreements with agencies via the nationwide cooperative sourcing program, Sourcewell. Our clients include 743 agencies across the U.S., and we support them with a hosted, high-availability MSP management system to support the full life cycle of procuring temporary staff. At proposal submission, we have 4,235 resources on assignment to public sector clients across the U.S., drawn from a network of 2,251 vendors. All of our MSP contracts have service level agreements (SLAs) with multiple key performance indicators (KPIs); we have leveraged this experience in preparing this proposal. We accept the SLA presented in the RFP and have presented 14 additional KPIs that we propose to monitor and report over the life of the contract.



Historically, our core business derives from providing temporary staff for IT positions. In addition, our contracts often require administrative and industrial services. As discussed in the [Experience and](#)

¹ New Jersey MSP services are delivered via the National Association of State Procurement Officials (NASPO)’s ValuePoint cooperative purchasing program.



Personnel Proposal, our Florida revenue for administrative and industrial contingent staffing was \$15 million in 2020. For these positions, we screen and supply staff with credentials appropriate for the position. For example, some administrative positions require training in applying Health Insurance Portability and Accountability Act (HIPAA) policy to daily work, especially in terms of maintaining confidentiality of personally identifiable information (PII); bookkeeper positions frequently require experience in a specific financial accounting software. Many industrial positions require specific levels of training in workplace safety defined by the Occupational Safety and Health Administration (OSHA); some require professional licenses or certifications. Virtually all of the RFP's medical categories will require a license specific to the role. Our staff supporting FTE and multiple County governments are trained in tasks related to their role in supporting emergency operations and have played a direct role in executing our clients' emergency response plans. We monitor all training requirements, regardless of the type of work. We understand the issues related to supplying temporary staff in a wide range of fields and have leveraged this experience in developing our subcontractor network for this proposal.

The attached **Technical Proposal** fully responds to the 29 topics required by the RFP, with cross-reference to the detailed requirements of *Contract Exhibit A Statement of Work* and *Contract Exhibit B, §5.1 Conduct of Business*. Our desire is to show the depth of our understanding and our ability to provide temporary administrative, industrial, and medical staff to the State of Florida.

Why CAI?

As you review the attached proposals, please consider all of the following:

- **We are a trusted supplier to the State of Florida**
We have a 30-year presence in Florida and support state/local government across the state.
- **We are a proven MSP vendor**
We have a 17-year history supplying contingent labor, with total spend of \$2.6 billion. We are experienced at financial and business controls for managing enterprise vendor networks. This team that supports 656 U.S. agencies will directly support the Florida community. Our team also includes an industry subject matter expert (SME) known to DMS and other State agencies.
- **We have a proven MSP management system**
We have a hosted software platform, with the robust functionality to support DMS and its customers. This includes multiple components, including an industry-leading vendor management system (VMS) easily accessible to all stakeholders. The system is highly secure, and we have cross-referenced it to requirements in the Florida Cybersecurity Standards (FCS).
We will configure this for the STC, based on business rules confirmed by DMS and agency stakeholders. We have also outlined punchout and other integration capabilities in the **Technical Proposal (Question 3.B)**.
- **We understand the contingent staffing business**
We have fully evaluated the RFP, regulatory requirements, and demographics for the 187 RFP job titles. We have provided an impact analysis in the **Technical Proposal (Question 1.P)**.
- **We have a large supplier community available to support the State of Florida**
Our supplier community has grown from 64 in 2004 to 2,251 at proposal submission. We have achieved this growth by treating all suppliers equally, providing transparency into the requisitions process, and helping them grow their business.

At proposal submission, we have pre-enrolled 85 vendors to supply 187 types of contingent labor across the state. This includes:

- ✓ Firms with a physical presence in 47 Florida localities
- ✓ 18 firms registered with DMS Office of Supplier Diversity (OSD)
- ✓ 59 firms capable of supplying medical contingent staff

In assembling this network, we have evaluated their ability to supply administrative, industrial, and medical staff, summarized in the **Technical Proposal (Question 4.A)**. We are confident of our ability to meet the contingent staffing requirements defined by the RFP.

- **We maintain an open vendor network**

The network is open to all vendors throughout the life of the contract, subject to DMS approval. If appropriate, we will actively solicit vendors who supplied contingent staff under the expired ACS. Our intention is to maintain an open network available to all qualified vendors.

We appreciate the opportunity to bid and would welcome an invitation to present our team to the Evaluation Committee, if appropriate.



Florida Department of
Management Services

Temporary Staffing Services

RFP No. 21-80111600-RFP

Part Two:
Experience and Personnel Proposal

Submitted by:

Computer Aid, Inc.

April 7, 2021





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This proposal follows the structure defined by RFP *§Attachment A, Experience and Personnel Proposal Instructions and Evaluation Criteria*.

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Part Two: Experience and Personnel Proposal

1. MSP and Florida Experience

Provide the number of years serving as a Managed Service Provider in the temporary staffing business, including the number of years doing business in the State of Florida (include dates).

CAI has been providing temporary staffing support since 1981. We have 16 years' experience serving as MSP. Our first MSP contract was with the Commonwealth of Pennsylvania (2004-2015). At present, we have 10 enterprise MSP contracts, presented in our response to **Question 6** below.

We registered with the Florida Department of State on May 8, 1989. We have maintained a physical presence in the state continuously since 1991. Details on our Florida workforce (**Question 3**) and our Florida revenue (**Question 8**) appear below. We believe our work for the following Florida clients is also directly relevant to our ability to support DMS and its customers:

- **Florida Department of Transportation**
We have supported FDOT continuously since 1994. In addition to contingent staff, we have completed fixed-price IT development for FDOT's Office of Procurement. The work we did for the Consultant Evaluation System (CES) won the 2018 Prudential Productivity award.
- **Florida's Turnpike Enterprise**
We have supported FTE continuously since 1999. Services include technical, administrative, and industrial staffing. We played a partnership role with FTE in helping generate \$3 million in savings by streamlining workflow and received the Governor's Savings Award in 2012.
- **Florida Department of Financial Services**
Since 2019, we have provided direct support to FLAIR, cited earlier. This multi-year contract occurs as DFS redeploys its resources toward the PALM initiative.

We also provide technical and administrative support to city and county government across the state.

2. Experience with Admin, Industrial and Medical Staffing

Provide the number of years providing temporary administrative, industrial, and medical staffing services.

As noted earlier, our core business since 1981 is temporary staffing for technology support. Since 2006, we have also provided staffing for administrative and industrial positions; a breakdown of our Florida revenue in these categories appears in our response to **Question 9** below. In bidding, we have assembled an extended network of suppliers to provide staffing in all 187 job titles, identified in our response to **Question 5** and further discussed in the **Technical Proposal**. This includes a number of diverse business firms registered with DMS' Office of Supplier Diversity.

On a related note, our **Technical Proposal** discusses potential use of staff from RESPECT of Florida. We also note our work with, and direct employment of, individuals with autism spectrum disorder (ASD) or other forms of neurodiversity as part of our Autism2Work (A2W) program, founded in 2013 to provide career opportunities for people with ASD and similar developmental disabilities.



3. MSP Workforce

Provide the total number and location of representatives currently employed by your company in the State of Florida using the below format.

CAI has more than 6,000 associates, including 422 employees located in Florida. Q&A restated the question as follows:

(Q&A 35) The number and location of personnel employed by your company in support of the MSP program. This does not include Contingent Staff.

LOCATION	CONTRACT MANAGERS	BACK OFFICE SUPPORT
Arkansas	1	1
Delaware	1	
District of Columbia	2	
Georgia	2	
Florida	3	
Iowa	1	1
Michigan	3	1
North Carolina	2	
Pennsylvania	3	15
Virginia	5	
Wisconsin	1	

4. STC Support Staff

4. Describe the capacity in which the above representatives would be utilized, including the time commitment each representative will devote to this Contract.

The table below shows MSP resources who will support the STC and their location. Key personnel are identified below at [Question 10](#) and at [Question 11](#).

ROLE	LOCATION	HEADCOUNT	% COMMITMENT
Contract Managers	Tallahassee	1	100%
	TBD (see discussion at Question 10)	1	100%
	Virtual	As needed	25%
MSP Operations Support	Harrisburg PA	10	15%
MSP Senior Management		2	Up to 100% as needed
Accounts Payable	Allentown PA	3	15%



5. Subcontractors

Provide the name and location of Subcontractors, as defined in Contract Exhibit A, Statement of Work, contracted by your company to provide temporary administrative, industrial, and medical staffing resources in the State of Florida using the below format.

We are committed to maintaining a robust supplier network open to firms able to supply contingent administrative, industrial, and medical staff to DMS customers across the state. Logistics for how we will enroll vendors and manage the network are discussed at [Question 4.A.](#) and [Question 4.B](#) in the [Technical Proposal](#). This includes enrolling vendors who previously supported the ACS and other new vendors to support the statewide requirements of DMS customers.

In bidding, we have teamed with the subcontractors listed below. For each firm, we obtained a W-9 and a signed letter of intent affirming their interest in participating in the final contract. We have separately submitted RFP Attachment E: Subcontracting identifying these firms. For those who identified as a diverse business, we independently confirmed their OSD certification. As a means of prescreening, we also reviewed Dun & Bradstreet reports on firms with whom we have no prior relationship.

This initial network includes firms with offices in 47 Florida locations and national firms who recruit and place staff in Florida. Discussion of how we evaluated vendors to ensure breadth of coverage across all geographies and all labor categories appears at [Question 4.A.](#) in the [Technical Proposal](#).

SUBCONTRACTOR	CITY(S)
24-7 Consulting LLC	Tallahassee
5 Star Staffing Solutions	Wesley Chapel/Tampa
Abacus Corporation	Baltimore MD
Abacus Service Corporation	Miami FL; Southfield MI
Across Borders Management Consulting Group LLC	Lake Mary, Mount Dora
Adroitco, Inc.	Frisco TX
Advanced American Technologies, Inc.	Sterling VA
Advanced Technology Solutions Inc.	Oakhurst NJ
Alois Staffing/Alois Healthcare LLC	San Francisco, CA
ALW Sourcing LLC	Bradenton
AKZAC Global, Inc.	Punta Gorda
AmeriCare Services, Inc.	Malvern PA
Analysts International Corporation	Duluth GA; Tampa
ARK Solutions, Inc.	Parkland
Augment HR Solution LLC	Jacksonville; Rock Tavern NY
Avacend Inc.	Alpharetta GA
BCT MSP LLC	Bloomfield Hills MI, Oldsmar FL
Beryllus Consulting and Staffing, LLC	Jacksonville
BRACHIN LLC	Naples, Tallahassee, Jacksonville, Miami
Burgeon IT Services LLC	Wilmington DE
BuzzClan LLC	Dallas TX
C2rteh LLC	Houston TX
Cambay Consulting LLC	Loxahatchee FL; Katy TX
Cape Code, Inc.	Scituate MA
Career Match Solutions, LLC	Riverview FL
CareersUSA	Boca Raton
Charter Global, Inc.	Atlanta GA



SUBCONTRACTOR	CITY(S)
Codeforce360	Alpharetta GA
Compu-Vision Consulting Inc.	North Brunswick NJ
Cynet Systems Inc.	Tampa; Sterling VA
DAK Resources, Inc.	Jacksonville
Dash Technologies Inc.	Columbus, OH
DataSoft Technologies, Inc.	Greer SC
DataStaff Inc.	Raleigh NC
Dillon Digitals LLC	Atlanta GA
Elite Workforce, Inc.	Kissimmee
Essential Staffing Agency LLC	Tallahassee, Tampa, Pensacola, Miami, Orlando, Hialeah, Port St. Lucie, Fort Lauderdale, Pembroke Pines, West Palm, Sunrise, Miami Gardens
Express Employment Professionals	Bonita Springs, Bradenton, Brandon, Clearwater, Crestview, South Daytona, Fort Lauderdale, Fort Myers, Gainesville, Jacksonville, Lake City, Lakeland, Melbourne, Miami, Naples, Ocala, Orange Park, Orlando, Pensacola, Pinellas Park, Port Charlotte, Port Richey, Port Saint Lucie, Pinellas Park, Sanford, Sarasota, Tallahassee, Tampa, West Palm Beach
GDKN Corporation	Cooper City
Global Visse Inc.	Tampa
Hanker Systems Inc.	Tampa
Hays US Corporation	Tampa, Orlando, Miami
HiEd Success	Alpharetta GA
HSK Technologies Inc.	Piscataway NJ
iCube Consultancy Services Inc.	Jacksonville
IDC Technologies Inc.	Jacksonville
Insight Global LLC	Ft. Lauderdale, Jacksonville, Miami, Orlando, Tampa
Inteletch Global Inc.	Altamonte Springs
Intellectual Capitol, Inc.	Taylors SC
Intelli ERP Software LLC	Lake Mary
Internal Data Resources, Inc. (IDR)	Alpharetta GA
ISGF	Orlando
JCCorporation	Jacksonville FL
JNIT Technologies, Inc.	Grapevine TX; Parlin NJ
JSM Consulting Inc.	Cranbury NJ
Kaizen Technologies Inc.	Edison NJ
KBS Solutions LLC	Irving TX
KR3 Information Systems, Inc.	Chamblee GA
Kyyba Inc.	Farmington Hills MI
Medix Staffing Solutions, Inc.	Chicago IL; Tampa
Minority Business Cooperative	Ocala
MSys Inc.	Washington DC
NewEra Healthcare Staffing	Port Orange
NextGen Solutions Corp	Brambleton VA
nLeague Services Inc.	Alpharetta GA
Nurses First Solutions LLC	Winter Park
OCH Services LLC	Tequesta, West Palm Beach



SUBCONTRACTOR	CITY(S)
Perspective Talent LLC	Pembroke Pines
Quality Labor Management	Sanford
RADgov Inc.	Fort Lauderdale
Sapphire Software Solutions Inc.	Ashburn VA
SIRA Consulting Inc.	Houston TX
Softpath System LLC	Norcross GA
S P A Enterprise Services Inc.	Cumming GA
STM Consulting Inc.	Claymont DE
Swift Strategic Solutions Inc.	Irvine CA
TechTammina LLC	Chantilly VA
TekWissen	Miami Beach
TFL Orlando LLC	Orlando
Universal Talent LLC	Tucker GA
USM Business Systems, Inc.	Chantilly VA
Vsys Inc.	Johns Creek GA
vTech Solution Inc.	Washington DC; Loxahatchee
Wall Street Consulting Services LLC	Princeton NJ
Ztek Consulting Inc.	Bradenton

6. Agreements Similar in Size and Scope

Provide a list of your company’s agreements similar in size and scope (government or non-government; past or present). Include with the list your company’s experience serving as the managed service provider.

We have managed 12 similar agreements over the past 16 years, serving 743 state and local agencies across the U.S., summarized in the accompanying table. Through these programs, we have successfully filled more than 27,000 temporary staffing positions, while meeting contractual SLAs and target metrics. We will leverage this experience in providing a streamlined, cost-effective service to the State of Florida.

MSP Experience Summary

Client	Contract Dates		Type of Agency					Totals
	From	To	State	County	City	Higher Education	Public Schools	
District of Columbia	2017	Present			30		1	31
Sourcewell - US	2017	Present	7	3	3	5		18
Arkansas	2006	Present	124		1	9		134
Delaware	2010	Present	39	1			1	41
Georgia	2016	Present	64	4	1	8	2	79
Iowa	2012	Present	35			2		37
Michigan	2019	Present	56			1		57
New Jersey	2008	Present	72	6		1	1	80
North Carolina	2015	Present	44		3	9		56
Ohio	2012	2015	32	2	3			37
Pennsylvania	2004	2015	44	3	1	1	1	50
Virginia	2006	Present	85	10	9	15	4	123
Totals			602	29	51	51	10	743



7. U.S. Revenue

Provide your company's total sales for 2018, 2019, and 2020 in the United States; sales reporting should be segmented into the categories shown below:

COMPANY'S TOTAL SALES IN THE UNITED STATES FOR 2018, 2019, AND 2020			
Category	2018 Sales	2019 Sales	2020 Sales
Cities	\$18,415,705	\$18,204,974	\$19,260,626
Counties	\$17,397,298	\$24,263,921	\$32,090,361
K-12 (Public/Private)	\$14,446,560	\$14,197,760	\$13,930,432
Higher Education (Public/Private)	\$4,309,521	\$6,826,873	\$6,238,009
States	\$436,256,157	\$550,544,323	\$685,023,762
Other Public Sector and Non-Profits			
Federal	\$5,939,730	\$2,181,157	\$260,291
Private Sector	\$104,345,638	\$104,527,039	\$105,431,027
Company's Total Sales	\$601,110,609	\$720,746,047	\$862,234,508

8. Florida Revenue

Provide your company's total sales for 2018, 2019, and 2020 in the State of Florida; sales reporting should be segmented into the categories shown below:

COMPANY'S TOTAL SALES IN THE STATE OF FLORIDA FOR 2018, 2019, AND 2020			
Category	2018 Sales	2019 Sales	2020 Sales
Cities		\$42,560	\$420,300
Counties	\$503,611	\$3,916,905	\$9,578,599
K-12			
Higher Education (Colleges and Universities)			
State Agencies	\$26,392,606	\$24,602,707	\$19,639,061
Company's Total Sales	\$26,896,217	\$28,562,172	\$29,637,960



9. Florida Revenue by RFP Category

Provide your company's sales for 2018, 2019, and 2020 in the State of Florida for the proposed temporary Job Categories (administrative, industrial, and medical); sales reporting should be segmented into the categories shown below:

COMPANY'S SALES IN THE STATE OF FLORIDA FOR 2018, 2019, AND 2020 FOR ADMINISTRATIVE, INDUSTRIAL, AND MEDICAL TEMPORARY STAFFING			
ADMINISTRATIVE			
Category	2018 Sales	2019 Sales	2020 Sales
Cities		\$95,925	
Counties			
K-12			
Higher Education (Colleges and Universities)			
State Agencies	\$6,512,224	\$7,241,103	\$6,362,146
INDUSTRIAL			
Category	2018 Sales	2019 Sales	2020 Sales
Cities			
Counties			
K-12			
Higher Education (Colleges and Universities)			
State Agencies	\$13,812,943	\$12,203,979	\$8,777,716
MEDICAL			
Category	2018 Sales	2019 Sales	2020 Sales
Cities			
Counties			
K-12			
Higher Education (Colleges and Universities)			
State Agencies			
Company's Total Sales for Administrative, Industrial, and Medical Temporary Staffing	\$20,325,167	\$19,541,007	\$15,139,862

10. Implementation Key Personnel

Identify the key personnel who will lead and support the implementation period of the Contract along with the amount of time to be devoted to implementation.

The following individuals are key personnel during the implementation period, all focused on successfully setting up the new STC. The text below describes the individuals, their role during implementation, and their time commitment during it. Resumes appear at [Question 14](#).

All of these key personnel have played a role in reviewing the RFP and creating this response. We would welcome an opportunity to present them to the Evaluation Committee, if appropriate.

Walter Ales (100%) is a management executive with more than 20 years' experience in program/account management, including three years leading the now-expired ACS for temporary administrative and light industrial staff. Based in Tallahassee, he is deeply familiar with DMS, DMS customers, and requirements across the state for temporary contingent staff. Among other things, he helped leverage the previous MSP to expedite emergency relief for Hurricane Irma recovery (2017).

Walter is our designated single point of contact (POC) (*Contract Exhibit A §10*) for the duration of the contract and will play a leading role in setting up the STC and advertising it to DMS customers, as needed.

Scott Edwards (100%) has 18 years' business experience, including continuous support for temporary staffing services and MSP staffing since 2006. He has comprehensive understanding of the MSP management system presented in this proposal and has overseen four MSP implementations in the past six years. He will serve as project manager for the detailed tasks involved in transition. Scott is Walter's backup (*Contract Exhibit A §10*).

Jessica Targosz (100%) has seven years' experience in talent acquisition and temporary staffing, including two years as an agency POC for our MSP program in the State of Michigan. She has detailed understanding of the MSP management system that we use to manage our MSP programs and direct experience advising both agencies and vendors in best practices for using it. She will play a support role in the implementation and serve as an agency POC for requisitions.

(Note: Jessica's is a representative resume, showing the type of person we will assign to the position. We have contract managers located in multiple locations, including Orlando and South Florida. We will assign a specific individual to this position after ascertaining potential demand outside Tallahassee.)

Linda Leiby (20%) is a CAI Vice President for our MSP program, responsible for service delivery of MSP programs across the U.S. She has more than 30 years' business experience, including 27 years with CAI. She was instrumental in establishing our first MSP contract in 2004. In the intervening years, she has played a significant role in applying industry best practices to our MSP program. She has played a similarly proactive role in developing the strategy documented in this proposal. Linda will participate in strategic discussion and business presentations with DMS and has approval authority for compliance processes implemented to support the STC.

Chris Tilley (20%) is Director of Analytics for our MSP program. He has nine years' business experience, including eight years supporting MSP contracts. He is a SME for the MSP management system and the 1,800 data points that we use to measure performance. He has played a direct role in evaluating the RFP and creating this proposal, including reviewing all proposed performance metrics. He is responsible for configuring the MSP management system and our back office operations based on the workflow

established via this contract. He will participate in strategic discussions/business presentations and develop the algorithms to extract and report the SLAs and KPIs presented in our Technical Proposal.

11. Post-Implementation Key Personnel

Identify the key personnel who are to be engaged throughout the term of the Contract and their roles within the Respondent’s organization.

The table below shows key personnel and their roles in the CAI organization. All named individuals report up to Ms. Leiby.

TEAM MEMBER	ROLE
Walter Ales	MSP Manager (Florida)
Scott Edwards	MSP Director (multiple states)
Jessica Targosz	MSP Agency POC (Florida)
Chris Tilley	MSP Director of Analytics
Linda Leiby	Vice President, MSP Practice

12. Staffing Matrix

Provide a chart that shows the following:

- The time commitment of each key personnel staff member that will be devoted to the Contract
- Each member’s role in maintaining and growing the Contract; and
- A timeline of each member’s involvement throughout the Contract.

The table below shows key personnel and their continuing role supporting the STC.

KEY PERSONNEL	TIMELINE/COMMITMENT		STC ROLE
	JUNE-JULY	JULY ONWARD	
Walter Ales	100%	100%	MSP Manager (Florida STC)
Scott Edwards	100%	20%	MSP Director (multiple states)
Jessica Targosz	100%	100%	MSP Agency POC (Florida STC)
Chris Tilley	20%	10%	MSP Director of Analytics
Linda Leiby	20%	10%	Vice President, MSP Practice

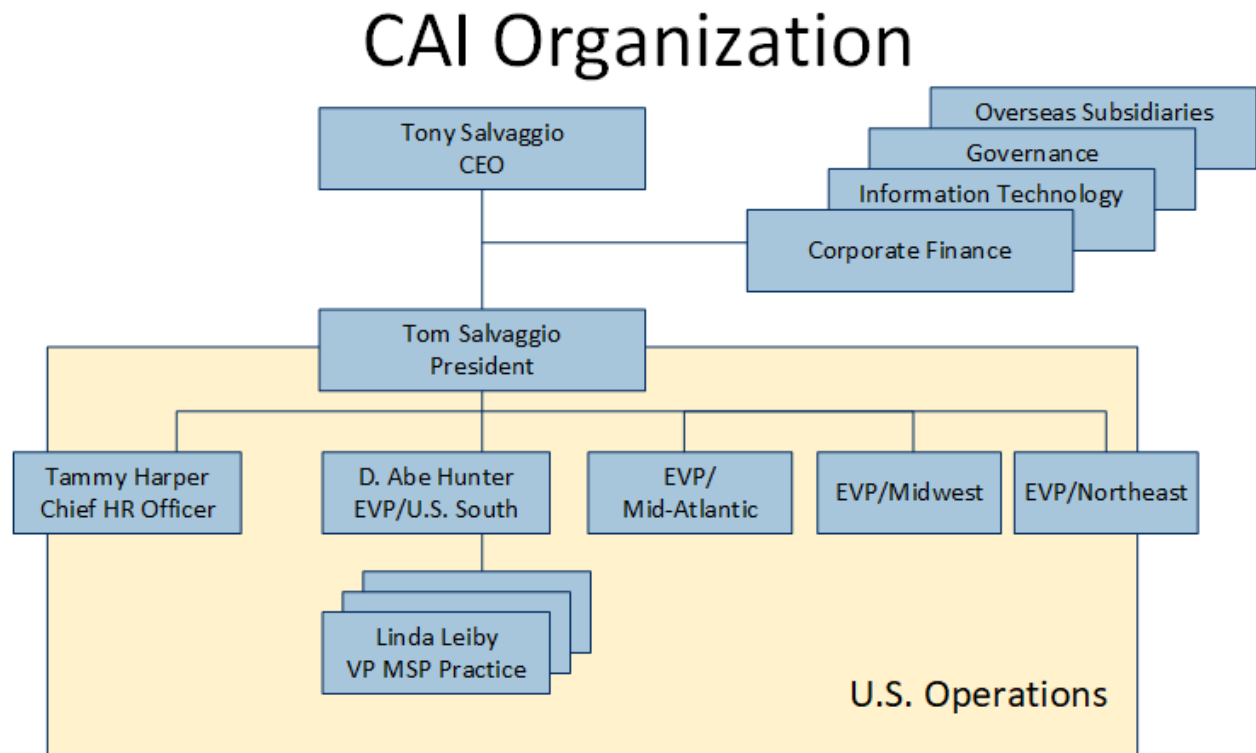
In addition, the following teams will serve DMS, DMS customers, and participating vendors:

- Contract managers in other states, available for backup/surge support
- MSP Operations Support, for questions regarding the MSP management system
- CAI Accounts/Payable, for questions related to invoicing

We will provide a communications plan and identify escalation during the transition.

13. CAI Organization Chart

Provide an organizational chart of your company.



14. Resumes

Submit the resumes of the below personnel:

- a. The person(s) your company proposes to manage the contract (Contract Manager) and Customer accounts
- b. Each person that will be dedicated full time; and
- c. Key executive personnel that will be supporting the Contract.

Resumes appear in the following order:

- Walter Ales
- Scott Edwards
- Jessica Targosz
- Linda Leiby
- Chris Tilley

Walter Ales

Management executive with more than 20 years' experience in program/account management, including five years leading the now-expired alternate source contract (ACS) for Temporary Administrative and Light Industrial Staff. Deep familiarity with DMS and the previous MSP program. Helped leverage the MSP to expedite emergency relief for Hurricane Irma recovery (2017).

Has played a leading role in developing this proposal and applying industry best practices to the proposed STC.

Work History

KNOWLEDGE SERVICES INC.

2016 – 2020

Knowledge Services is an ISO 9001:2008 certified workforce management firm that provides MSP and VMS solutions to public and private sector entities.

Director, Managed Services Program

- Served as the point of contact (POC) for MSP stakeholders in Florida (below) and three other states
- Ensured contractual compliance and SLAs for every program
- Managed and mentored the service delivery teams, established objectives, and implemented effective and efficient processes
- Provided recommendations regarding the service delivery strategy and organization model for the state MSP programs
- Provided budget and forecast data; analyzed and interpreted program data to provide workforce planning and industry best practice recommendations, including conducting rate analyses to establish not-to-exceed (NTE) rates for all labor categories

Program Manager, Florida MSP Program for Administrative and Industrial Temporary Staffing

- Served as the main POC for stakeholders and provided consultation regarding the MSP
- Led the Hurricane Irma relief efforts with the Department of Children and Families (DCF) Economic Self-Sufficiency (ESS) Contract Unit to administer the Disaster Supplemental Nutrition Assistance Program (D-SNAP) initiative via the MSP Program; negotiated the statements of work (SOWs) and coordinated delivery team efforts and resource allocation; served 49 of Florida's 67 counties via the MSP Program in a short time span during crisis; employed 1,300 Floridians statewide in 50 Disaster Supplemental Nutrition Assistance Program (D-SNAP) locations for 45 consecutive days, resulting in more than 2.7 million people served and \$1.3 billion in benefits provided
- Managed and mentored the service delivery team, proactively identified potential client risk, and recommended issue resolution strategies for MSP Program
- Participated in all aspects of client account management - Customer Business Reviews, required and ad hoc reporting, and client CxO and manager meetings/communications
- Ensured all aspects of MSP rules, policies, procedures, and processes were adhered to ensure standardization, consistency, and compliance across all areas of the Program
- Maintained a strong working knowledge of Knowledge Services Contingent Workforce solutions and State Government MSP Program requirements
- Developed and implemented business plans and strategies to develop and enhance key account relationships; managed the vetting and onboarding process for vendor participants

ITT TECHNICAL INSTITUTE

2015 – 2016

ITT Technical Institute was a provider of technology-oriented postsecondary degree programs in 38 states, prior to closing in 2016.

Director, Career Services

- Responsible for planning, developing, and administering career and employment assistance programs for students, graduates, and alumni
- Leveraged existing C-level relationships to achieve reputation development initiative goals
- Developed and implemented marketing plans to achieve graduate employment goals
- Managed the Career Services Program, including staff training and development
- Built and maintained relationships with local and regional corporations and organizations
- Developed and maintained systems used to identify employment opportunities for students
- Assisted graduates in securing employment in their field of study and provided career coaching and interview techniques through seminars and workshops

FIVE POINTS TECHNOLOGY GROUP, INC.

2014 – 2015

Based in Sarasota, Five Points specializes in software development for the Health & Human Services (HHS) sector and staff augmentation services to government agencies, non-profit companies, and health and human service organizations.

Director, Staff Augmentation Services, Public Sector

- Realigned the department and implemented more efficient procedures; monitored processes and ensured effectiveness to proactively address consistent service quality
- Led and directed all aspects of staff augmentation for state government entities
- Directly responsible for IT recruiting services and served as primary POC for SLED accounts
- Managed, leveraged, and maintained CxO level and middle management relationships
- Mentored staff and coached/prepared candidates
- Developed and delivered weekly and status monthly reports
- Strategic planning/project scoping role in deliverable-based/fixed price projects

TRUSTNET SECURITY INC. (TNS)

2011 – 2013

TNS provides IT solutions in next-generation security intelligence. Notable clients include the Office of Comptroller of the Currency, International Monetary Fund, Department of Homeland Security, and Western Union.

Vice-President, Operations

- Managed CxO relationships and named key accounts
- Responsibilities focused on business operations including strategic planning, business development, service delivery, and budgeting
- Responsible for contract negotiations and contract management
- Managed the client relationship with IBM, Q1 Labs and Guardium and served as service delivery manager and single POC for all engagements
- Worked with client POCs to ensure service delivery satisfaction
- Assisted in recruitment of technology delivery personnel

ISOCORP, INC, (IBM PARTNER)

2001 – 2013

ISOCORP was an SBA 8(a) IT consulting firm and IBM value-added reseller (VAR) specializing in staff augmentation and professional services. Served as co-founder and president until the firm was acquired by IBM in 2011, then a consultant to IBM thereafter. Customer base included the Internal Revenue Service (IRS), STRATCOM, NASA, Bureau of Public Debt, and various State of Florida entities, energy firms, retail organizations and financial institutions.

President/Co-Founder

- Responsibilities covered all aspects of business operations including strategic planning, finance, service delivery, business development, and human resources
- Successfully grew company from fledgling two-person start-up to 50+ employees and annual revenue high of \$8 million
- Successfully partnered with Dell as a Tier I subcontractor to provide the City of Tallahassee professional services
- Achieved the Small Business Administration 8(a) certification, which expanded our Federal market presence and key contract awards with USSTRATCOM, U.S. Patent and Trade Office, and NASA
- Awarded "Minority Business Enterprise of the Year" by State of Florida government
- Awarded the Tallahassee Chamber of Commerce's "Tech Business of the Year"

FLORIDA CHILDREN'S FORUM

1994 – 2003

The Florida Children's Forum is a statewide not-for-profit organization that provides childcare resource and referral services to the public and advocates for quality improvements in early care and education. Multiple positions over nine years, including Vice President, Management Information Systems; MIS Director; MIS Coordinator; and Human Resource Associate/Office Manager.

UNITED TECHNOLOGY CARRIER HEADQUARTERS

1992 - 1993

Staff Accountant

- Audited all activity related to the firm's \$12 million export companies
- Assumed responsibility of journalizing and producing accounts receivable statements
- Audited monthly expense ledger and various accounts
- Initiated optical disk storage of financial records

Education and Certifications

- Bachelor of Science in Business Administration, Florida A&M University
- FEMA Introduction to Continuity of Operations Planning for Pandemic Influenza
- FEMA Benefit-Cost Analysis Fundamentals

Scott Edwards

Eighteen years' business experience, including 14 years focused on managing and delivering contingent staffing. Experience overseeing MSP contracts with combined annual spend exceeding \$200M. Proven ability to manage and deliver all aspects of MSP programs from inception and normalization through completion. Strong ability to quickly establish genuine rapport with clients by providing superior customer service, along with value-added knowledge of MSP and IT industries best practices. Utilizes comprehensive product knowledge, familiarity with diverse cultures and personalities, and enthusiastic personality to quickly map client needs and recommend appropriate solutions. Confident, articulate, and professional written/oral presentation abilities. Combines patience, determination, and persistence to troubleshoot client issues, ensuring 100% satisfaction.

Work History

COMPUTER AID, INC.

2009 – PRESENT

CAI MSP/CWS Solutions

Service Delivery Manager

MSP Solutions

- Serves as SME for account management policy creation by identifying process refinement opportunities, fine tuning them with members of the account management team, and deploying the updated policy/procedure across the MSP practice
- Engages in CWS/MSP strategic sessions with CAI leadership to ensure CAI's MSP practice is properly aligned to respond to and maximize new and existing opportunities, meeting internal strategic objectives
- Reviews RFP opportunities for target programs by contributing content and analyzing proposal documents prior to final submission
- Thoroughly vets and conducts interviews for potential account management personnel, forwarding recommendations for final selection to CAI leadership
- Develops and oversees all account training curriculum to ensure thorough and consistent training for all new account managers across our MSP practice

Contract Management

- Serves as a senior level client-facing representative to solidify CAI's reputation as an industry leading Managed Service Provider (MSP) to our clientele. Clearly and confidently articulates CAI's offerings and industry-leading best practice approach to instill confidence in the services CAI provides to our clients
- Directly oversees the day-to-day efforts of 9 CAI Account Managers spread throughout the US, providing guidance aligned with CAI's strategic objectives and contractual obligations
- Closely tracks CAI's adherence to the contract related SLAs/KPIs, ensuring strict contractual compliance, and introducing remedial measures if/when needed
- Serves as a primary point of contact/escalation for all contract related matters, with the ability to make authorized decisions on CAI's behalf
- Develops and implements standardized supplier management and compliance protocols, applying consistent performance management and supplier improvement measures, to ensure all suppliers participate in accordance with all contractual requirements

- Prepares and presents quarterly business review content to client contract management teams, which includes contract-related requisition and engagement activity, performance against contractual SLAs, and supplier management

Implementation

- Creates and delivers in person and written client agency communications to introduce CAI personnel, MSP program related procedures, and next steps related to program implementation
- Creates and delivers supplier communications throughout the implementation phase of each new program to educate interested suppliers on the steps needed to enroll and participate in each new CAI-managed MSP program
- Serves as the SME for introducing and educating new clients on CAI's requisition lifecycle methodology by sharing step by step guidance and best practice information, to ensure a smooth transition and positive user experience for all client and supplier personnel
- Prepares and facilitates in-person and online training sessions for agency users, and participating suppliers, to convey crucial information pertaining to all facets of the MSP program, including requisition creation, candidate submission, best practices, and contractual compliance

Transition

- Oversees all client related transition activities by coordinating efforts of the internal transition team, in concert with client agency personnel, to verify all necessary data has been collected and processed on, or ahead of schedule
- Partners with CAI leadership to create a comprehensive transition plan based on CAI and industry best practices, guaranteeing all factors associated with the program transition are accounted for, with specific milestones included for each item
- Meets with client agency personnel to introduce transition procedures, collecting data for all contractors identified for transition. Coordinates data entry and tracking of all contractor transitions in VMS software to advance transition process and promote accurate reporting
- Coordinates the creation of transition reporting prepared for client contract management team members, then presents transition progress during regularly scheduled transition status meetings
- Creates and delivers/presents transition communications to client agency personnel, and participating suppliers, so all parties are informed every step of the way to guarantee a seamless transition for all targeted contractors

State of Georgia Staff Augmentation/SOW Contract (MSP)

Service Delivery Manager - Contingent Workforce Solutions

- Introduced and implemented CAI's MSP requisition lifecycle methodology to agency users at program inception for the release of requisitions, candidate screening and the candidate engagement lifecycle, from onboarding through end of engagement
- Managed activities pertaining to the transition of 600+ contractors from previous MSP to new program managed by CAI
- Led training efforts geared toward educating agency users and supplier personnel on the requisition workflow, including requisition creation, candidate submission, best practices, and contractual compliance
- Served as a primary point of contact for contract management, including issue escalation/resolution, risk avoidance, adherence to contractual SLAs

- Managed the day-to-day work of three local CAI Contract Managers, manage CAI's requisition response, ensure contractual compliance, and risk mitigation

State of North Carolina Staff Augmentation Contract (MSP)

Sr. Account Manager/Service Delivery Manager- Contingent Workforce Solutions

- Facilitated MSP program implementation by establishing processes for the release of requisitions, candidate screening and the candidate engagement lifecycle, from onboarding through end of engagement
- Served as a primary point of contact for contract management, including issue escalation/ resolution, risk avoidance, adherence to contractual SLAs
- Responsible for driving program adoption and growth opportunities through new client outreach and introducing additional service offerings such as Statement of Work (SOW)
- Managed the day-to-day work of two local CAI Contract Managers, managed CAI's requisition response, ensured contractual compliance, and performed risk mitigation
- Consulted clients by communicating industry best practices through onsite client meetings, conferences calls, and electronic correspondence

Washington DC Pipeline Contract (MSP)

Sr. Account Manager- Contingent Workforce Solutions

- Implemented MSP account management process at program inception for the release of requisitions, candidate screening and the candidate engagement lifecycle, from onboarding through end of engagement
- Served as a primary point of contact for contract management, including issue escalation/ resolution, risk avoidance, adherence to contractual SLAs, in addition to program outreach and growth
- Managed the day-to-day work of three local CAI Contract Managers, managed CAI's requisition response, and ensured contractual compliance
- Led weekly client facing status meetings to share program implementation details and updates
- Facilitated and scheduled ad-hoc meetings with DC government leadership to suggest improvements that could increase the overall effectiveness of the program
- Conducted interviews and onboarding for the onsite CAI Program Manager, and also facilitated the client introductions, training, and transition of responsibilities for the chosen candidate
- Oversaw transition of duties to onsite CAI Program Manager and served as escalation point when needed

Commonwealth of Pennsylvania Staff Augmentation Contract (MSP)

Sr. Account Manager

- Provided agency consultation services to educate current and potential contract users about available services that fell under the PA Staff Augmentation Contract throughout the life of the program
- Facilitated the entire engagement process by working with Commonwealth of PA agency users to qualify each requisition, identify qualified resources, coordinate interviews, and manage engagements through completion

- Oversaw concurrent engagements for 320+ resources engaged within Commonwealth of PA agencies such as PennDOT, Office of Administration/Office of Information Technology, Dept of Human Services, PA State Police, Dept of Corrections, Treasury Dept, etc.
- Provided supplier response management and performance oversight services to ensure suppliers provided qualified technical resources on a consistent basis
- Facilitated candidate evaluation and validation to determine candidate qualifications met or exceeded client expectations

TEKSYSTEMS

2005 – 2009

Account Manager- Communications & IT Staffing Services

- Successfully increased communications-based Staffing Services Product Offering by more than 300% during first year of service in 2007
- Served as single point of contact for all communications-related organizations/opportunities for Harrisburg, York, Lancaster, State College and Northeastern PA markets
- Provided superior customer service through offering detailed market analytics, in depth needs analyses of local/regional resource pool and industry trends, and provided highly qualified IT technical professionals to support organizational initiatives
- Created detailed, strategic, client-based value propositions focused on attracting and retaining top IT & communications-based talent and resources
- Managed existing accounts while developing new business opportunities through strategic relationship building and sales strategies

Technical Recruiter

- Maintained and developed long-term relationships with potential candidates and existing consultants
- Served as career counselor for existing and potential consultants to ensure job satisfaction through the use of industry/market related information
- Negotiated compensation packages with all potential candidates
- Screened all resources by meeting each potential candidate, completing technical reference checks and technical screenings with all candidates using industry testing tools
- Counseled each candidate prior to interview providing detailed pre-interview information and completed a detailed post-interview briefing with each candidate
- Completed employment paperwork with consultants to ensure organizational and government compliance

COMCAST SPOTLIGHT

2003 – 2005

Inventory Analyst/Zoned Traffic Control Coordinator

HOUSEHOLD FINANCE CORPORATION

2002 – 2003

Account Executive

Education and Certifications

- Bachelor of Arts, Western Maryland College (now McDaniel College)
- HR Management, CAI - 2011

Jessica Targosz

Seven years of experience in talent acquisition and contingent staffing, including serving as a contract manager for the MSP program for the State of Michigan. Extensive experience serving as primary POC for vendors, contingent staff, and clients for all of their business needs. Her industry experience includes staffing and services, government, business technology, and education.

Currently responsible for managing processes associated with qualifying IT staffing requirements, vendor candidate screening, engagement management/onboarding, and addressing resource or budget issues for Staff Augmentation openings and SOWs. She also works closely with the supplier community to answer questions, ensure compliance, and address any engaged resource issues.

Work History

COMPUTER AID, INC.

2019 – PRESENT

MiSAM Program – State of Michigan

Program Manager

- Primary point of contact between State of Michigan Agency Managers and IT Staffing Vendors. Provides comprehensive staffing support services through CAI's MSP contract to the State of Michigan. Responsible for managing the processes associated with qualifying IT staffing requirements, vendors, candidate screenings, engagement management/on-boarding, and addressing resource or budget issues for public sector IT Staff Augmentation. Works closely with the Vendor/Supplier community to answer questions, ensure compliance, and address any engaged resource issues
- Interacts and communicates directly with hiring managers via phone, email, and in-person meetings to understand the client's business initiatives; build relationships; gather and qualify requirements; assist with developing job descriptions; reporting needs; and identifying cost-savings opportunities
- Responsible for resume screening, forwarding qualified candidates to the client, coordinating interviews, and onboarding
- Tracks engaged resource hours and budgets
- Provides VMS (Vendor Management System) training and daily support to the client
- Manages to contractual service level agreements (SLAs)
- Provides vendor response management, training, and performance oversight services
- Communicates effectively to all levels of management
- Resolves issues in a timely manner

NATIONAL HERITAGE ACADEMIES

2017 – 2018

Senior Business Partner

- Primary point of contact for a group of 10 schools and their leadership teams from an employee engagement, employee relations, and talent management perspective
- Studied retention indicators and forecast potential risks for schools to support recruitment needs
- Encouraged high performing talent and removed poor performing talent expeditiously utilizing strong coaching and due process support strategies
- Supported alternative certification options to enhance current talent pools

- Functioned as a consultant for new school growth, including matriculation, new roles, and new schools entering current market
- Promoted development of current staff, including internal PD offered, in addition to researching resources to support growth needs
- Knew the academic measures for current schools
- Developed the hiring forecast for schools and partner with Talent Acquisition to ensure hiring goals were met
- Knew the culture of the school, troubleshoot/problem solved potential options to promote a strong school culture
- Knew current engagement scores and opportunities to improve, as well as supported improvement efforts
- Promoted strong change management strategies to ensure buy-in and successful adoption for key changes
- Functioned as a key resource for benefits, compensation, legal and other potential human capital legal matters
- Conducted investigations as necessary to mitigate risk and promote successful resolution of various people related matters
- Assisted in employee dispute resolution regarding application of company policies
- Secured third party support as needed to respond to urgent/crisis related matters, coordinated activities related to significant events
- Offered and conducted professional development opportunities to support school cultural growth
- Analyzed tools utilized, such as compensation pilot programs to evaluate effectiveness of recruitment and retention strategies, recommend actions based on outcomes seen

Engagement Consultant

- Primary point of contact for a group of 30 schools and their leadership teams from an Employee Engagement perspective
- Gathered first-hand knowledge of school cultures through school visits
- Worked closely with Directors of School Quality to elevate employee satisfaction, lower turnover, and increase morale in the priority schools
- Analyzed and identified patterns in employee data (i.e., employee surveys, turnover, focus groups, one-on-one interviews,) to shape engagement activities, drive action, and maximize impact on employee engagement and satisfaction
- Collaborated with department and teams across NHA to ultimately increase performance and retention of employees at the Service Center and the schools
- Assisted in managing the relationships with vendors (High Five, PAX, Glint)
- Assisted in managing the recognition and rewards program High Five
- Promoted a positive, work environment while ensuring compliance with company policies and procedures
- Worked with the employee assistance program to arrange staff support during and after a crisis
- Worked with departments to support school leaders and the students during and after a crisis
- Worked with internal teams or a third-party vendor to design, plan, manage, and launch an employee satisfaction survey on a bi-annual basis
- Developed pre- and post-communication on the employee survey

- Contributed to and conducted presentations to internal groups throughout NHA
- Supported the ethics hotline through investigations and create awareness of any unethical behavior to the employee relations team
- Gathered data and responded to charter renewal and turnover requests

TEKSYSTEMS

2014 – 2017

Network Infrastructure Services Account Manager

- Supported clients in West Michigan within the Network Infrastructure space on identifying and retaining top IT talent
- Partnered with assigned recruiter(s) to effectively manage pipeline, activity, and goals
- Worked in a team environment, providing feedback and coaching to recruiters
- Focused weekly on business development that would in turn generate revenue for the company
- Helped customers identify and retain the top IT talent in the marketplace
- Assisted technical professionals to identify the right projects and opportunities, which allowed them to develop their skills and advance their careers
- Managed small, medium, and enterprise new and existing accounts in the West Michigan market
- Increased sales and market share through assigned and newly generated accounts
- Called prospective customers and established customer needs, hiring cycles, and a customer intimate relationship
- Prepared sales information and effective proposals for customers
- Created and executed strategies to gain account intelligence and develop business with new and existing clients
- Provided customer service and relevant industry knowledge to current consultants and clients
- Took the time to understand client business and IT initiatives, as well as their specific technical and cultural environments to provide proactive workforce planning

Network Infrastructure Services Recruiter

- Acted as a resource and partner for top IT talent in West Michigan and Lansing while on a job search or looking to be updated on the current IT market
- Developed recruiting strategies to identify qualified candidates by using various networking tools
- Evaluated the strengths and weaknesses of candidates through our screening process
- Negotiated wages, benefits, and other terms and conditions of employment with candidates
- Oversaw pre-employment steps, including reference checks and background and drug tests
- Communicated details of new assignments and managed contract employees while on assignment
- Partnered with TEKsystems sales support to identify top accounts and target skill sets
- Maintained relationships with business contacts to gain industry knowledge and obtain referrals
- Prospected and networked with prospective consultants regarding employment opportunities with a focus on the west Michigan market

Education and Certifications

- Bachelor of Arts in Sociology, Michigan State University

Linda Leiby

Serves as Vice President for CAI's MSP practice, directly responsible for client satisfaction across multiple state programs. More than 30 years of business and technology experience, including 27 years with CAI and direct experiencing leading our MSP practice since 2004. A proven record of accomplishment in the last 17 years of managing MSP programs with more than \$2.6 billion total spend. Demonstrated experience managing contingent labor programs to meet program savings goals, quality objectives, and Contractor-facing initiatives.

Serves on the Client Advisory Board (CAB) of VectorVMS. Also serves on CAI's Diversity & Inclusion Board, focused on empowering diverse groups of employees across CAI.

Work History

COMPUTER AID, INC.

1994 – PRESENT

Contingent Labor Managed Service Provider

Vice President, Contingent Workforce Solutions (since 2019)

- Serves as SME for CAI's Contingent Workforce Solutions practice
- Manages all Contingent Workforce Solution contracts
- Manages CAI Executive and Senior Account Managers
- Develops and maintains CWS processes and procedures for multiple state clients with a combined total contract value of over \$2.6 billion
- Serves as the SME for the VMS toolset, including VectorVMS, with 16 years' experience
- Serves as key resource in implementation of new CWS contracts
- Serves as the SME for the SAP BusinessObjects software for business analysis and reporting
- Utilizes Business Objects to provide critical metrics on MSP contracts to clients and Contract Managers including financial tracking reports, SLA metrics, and contract usage
- Conducts and deploys training to clients and vendors in use of VMS tools
- Serves on VectorVMS' Client Advisory Board
- Conducts meetings for all levels of management

Executive Director for Contingent Workforce Solutions (since 2018-2019)

- Manages all Contingent Workforce Solution contracts
- Develops and maintains CWS processes and procedures for multiple state clients
- Serves as the SME for the VMS toolset, including VectorVMS, with 16 years' experience
- Configures VectorVMS
- Serves as key resource in implementation of new CWS contracts
- Serves as the SME for the SAP BusinessObjects software for business analysis and reporting
- Utilizes Business Objects to provide critical metrics on MSP contracts to clients and Contract Managers including financial tracking reports, SLA metrics, and contract usage
- Conducts and deploys training to clients and vendors in use of VMS tools
- Supports CAI Executive and Senior Account Managers in fulfilling contract requirements
- Serves on Vector's Client Advisory Board
- Conducts meetings for all levels of management

MSP Operations Manager (2014 - 2018)

- Managed MSP Program Office which is responsible for the MSP help desk, client analytics, vendor and candidate administration, and invoicing for multiple state clients
- Developed and maintained MSP processes and procedures for multiple state clients with a combined total contract value of over \$1.6 billion
- Served as the SME for the VMS toolset, including VectorVMS, with 12 years' experience
- Configured VectorVMS
- Served as key resource in implementation of new MSP contracts
- Served as the SME for the SAP BusinessObjects software for business analysis and reporting
- Utilized Business Objects to provide critical metrics on MSP contracts to clients and Contract Managers including financial tracking reports, SLA metrics, and contract usage
- Conducted and deployed training to clients and vendors in use of VMS tools
- Supported CAI Executive and Senior Account Managers in fulfilling contract requirements
- Conducted meetings for all levels of management

State Government Support

Service Delivery Manager (since 2002)

- Monitors financials for multiple IT projects
- Utilizes Microsoft Project and Microsoft Dynamics to monitor project details
- Conducts monthly reviews of financials for ongoing projects to ensure that project tasks are on schedule and within budget

Project Office/Multiple Agencies

Project Office Manager (2000–2002)

- Planned and monitored software projects for multiple software construction projects; tools included NIKU Project Workbench, Microsoft Project, and Computer Aid, Inc.-proprietary toolset
- Provided weekly review of ongoing projects to ensure that project tasks were on schedule and within budget; supported multiple agencies in Pennsylvania government

Hannaford Brothers, Inc.

Programmer/Analyst (1999–2000)

Coded and tested batch mainframe programs which interfaced the grocery store chains' mainframe system with the PCs located at the store site. One program navigated an IDMS database and extracted data which was formatted into a file which would be uploaded to the PCs. The other program formatted a file which was downloaded from the PCs and stored the data on the IDMS database.

Various CAI Support Contracts

Project Manager and Programmer/Analyst (1996–1999)

- Provided management oversight to multiple CAI clients
- Coded and tested batch mainframe programs in support of multiple CAI clients

AMP, Inc.

Project Manager (1994–1996)

- Designed a system to allow engineers to maintain data needed to complete a warranty form required by the Big Four Auto companies
- Defined user requirements; wrote a functional specification for the project – which provided a detailed design of the system; wrote program specifications; and led a team of programmers

DATABASE ASSOCIATES 1993 – 1994

Programmer/Analyst

Helped implement the Computer Associates Human Resource Package at the customer site. Responsibilities included systems analysis, programming, testing, and training the customer in the use of the system.

Technologies: CICS, COBOL2, IDMS, JCL, ISPF

AMERICAN HOME FOODS 1988 – 1993

Project Manager

Worked on Payroll/Labor Mainframe systems. Responsibilities included project estimation, project tracking, project management, systems analysis, coding, testing, and implementing.

Technologies: project management tools, ADS/O, CICS, COBOL, IDMS, JCL, DOS/VSE

Technical Expertise

SOFTWARE	Various IBM mainframe technologies; multiple project management tools
HARDWARE	IBM mainframe
TOOLS	VectorVMS Subject Matter Expert (12 years); Corpsys Financial System (11 years); Microsoft DAX financial system (5 years); SAP BusinessObjects

Education and Certifications

- Bachelor of Science in Computer Science, Bloomsburg University of Pennsylvania
- VectorVMS Client Advisory Board (CAB) Member

Chris Tilley

Experienced IT professional with background in both public sector and healthcare environments. Proficient in business process development and reengineering, data analytics, and program development and management. Subject matter expert on contingent workforce strategies and solutions. Skilled in providing support services and customized reporting capabilities to users in all areas of CAI’s MSP programs.

Work History

COMPUTER AID, INC. 2019 – PRESENT

Director, Contingent Workforce Solutions

- Manages operations and analytics for CAI’s contingent workforce solution portfolio, developing customized reporting solutions and workflow processes to meet customer needs
- Serves as a subject matter expert for the contingent workforce solutions service offering, ensuring all business requirements are implemented and customer goals are achieved
- Ensures continuous improvement of programs by monitoring industry trends and adopting industry-wide best practices
- Creates training materials and documentation to assist customers in the use of the contingent workforce solutions programs

SELECT MEDICAL 2018 – 2019

Business Analyst

- Worked with product owners/stakeholders to implement ServiceNow/IT Service Management solutions across the enterprise
- Led requirements gathering sessions, created documentation, designed testing plans, and served as a point of contact for questions regarding system functionality

COMPUTER AID, INC. 2012 – 2018

Operations Analyst

- Provided analytical support services and customized reporting for company’s IT staff augmentation MSP programs and clients
- Performed industry research and monitored market trends to ensure program compliance with industry-wide best practices

Technical Expertise

SOFTWARE	VectorVMS, SAP Business Intelligence, SharePoint, ServiceNow, Microsoft Azure DevOps Server, Microsoft Office Suite
SKILLS	Program development, program management, data analysis, report creation, requirements gathering, agile methodologies, software development lifecycle

Education and Certifications

- Bachelor of Arts, Susquehanna University



Florida Department of
Management Services

Temporary Staffing Services

RFP No. 21-80111600-RFP

Part Three:
Technical Proposal

Submitted by:

Computer Aid, Inc.

April 7, 2021



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Part Three: Technical Proposal

CAI is pleased to present this **Technical Proposal** to DMS. For ease of reference, we have included the text of RFP *Attachment B, Technical Proposal Instructions and Evaluation Criteria* in *light blue italics*, followed by our response. This instructional text frequently references other sections of the RFP, primarily *Contract Exhibit A – Statement of Work*. When citing these requirements, we have marked the referenced text using *orange italics*. When the requirement is obvious from context, we simply referenced the SOW section in parentheses (§) while describing how our MSP solution meets it. For example, we accept verbatim the SOW definitions (§2). In other cases, where the requirements are more detailed, we have included both the section reference and the full text. This *additional RFP text* primarily pertains to detailed requirements in the SOW, including changes from RFP *Amendment 3*. Finally, internal cross-references to sections of our proposal appear in **blue boldface** text.

Our intention is to convey our comprehensive understanding of the RFP and the MSP required by the State of Florida.

1. Services

A. Services Summary

Provide a description of the services to be provided by your company consistent with those described in Section 1, Scope of Services, of Contract Exhibit A, Statement of Work (SOW). The primary objective is for the Respondent to provide its complete offering of services so that Customers may utilize the Contract as appropriate for their needs.

SOW §1 The Contractor shall serve as the Managed Service Provider (MSP) of the State for the provision of temporary administrative, industrial, and medical staffing services. This includes, but is not limited to, providing Customers with a comprehensive offering of Temporary Staffing Services via the Contractor's Management System to meet their various needs.

CAI is pleased to provide a comprehensive MSP service to the State of Florida. Our MSP service comprises all of the following components:

Temporary staffing in 187 categories, statewide. We will provide temporary staffing services for administrative, industrial, and medical positions across the state, based on specific requirements from the requesting agency. We will fill positions via a statewide subcontractor network established for this contract (§12.5); on an exception basis, we may present external resources for difficult-to-fill requisitions (§12.6). In bidding, we have quoted rates for all RFP job titles, i.e., affirmatively indicated our ability to supply all required staffing in any location in the state. We are also prepared to supply additional types of labor at DMS' behest (**Question 1.Q**). We are fully compliant in meeting DMS requirements for temporary administrative, industrial, and medical staffing services.

Large supplier network open to vendors across the State. CAI serves as a partner to the State in executing the STC and, in a sense, acts as a direct extension of DMS. We take this responsibility seriously in implementing a vendor-neutral process designed to provide state agencies with qualified, cost-effective contingent staff. As MSP, we will operate a staffing network that is open to all qualified firms, following DMS-sanctioned screening criteria to confirm the credentials of these firms. Any qualified firm may enroll at any time, including suppliers from the expired ACS (**Question 3.D**).

Solid baseline of pre-screened suppliers. In bidding, we have teamed with 85 suppliers eager to serve the State of Florida, listed in our [Experience and Personnel Proposal](#). We identified their office locations; collected W-9 data and other business information from each of them; and obtained affirmation on their individual and collective ability to provide staff in 187 categories across 67 counties. Each has also provided a letter of commitment, which we can provide upon request. For diverse businesses, we have confirmed credentials on file with the OSD. We will review this information with the State as part of contract initiation, identify relevant flowdown clauses, and develop a standard subcontract for use by all participating subcontractors. We will then utilize this for the life of the contract with the supplier community. This provides a fully transparent means of scrutinizing vendors and broadening the number of subcontractors who may wish to participate in the STC after contract execution. Extended discussion appears at [Question 4.A](#).

Comprehensive MSP management system, available 24x7. Our solution also includes an integrated set of software tools to manage the process. All components execute in highly secure cloud environments located in the U.S. These include all of the following:

- **Workflow/Contract Management Tool**
We utilize VectorVMS[®], an industry-leading VMS that allows us to streamline the entire requisition process. It is a cloud-based ecommerce site available 24x7 to all stakeholders. This is the primary tool that DMS customers will use for documenting requirements for contingent staff, i.e., requests for administrative, industrial, or medical staff; reviewing resumes; and approving timesheets. It is available via web browser as required. Hiring agents can also use the mobile app, if desired, to perform routine functions such as approving timesheets, requisitions, and expenses.
- **Supplier Information Site**
CAI has maintained a public-facing website with contract data and rate information since signing our first MSP contract in September 2004. The initial goal was to ensure consistent communications with the supplier network, but the portal has since turned into a “one stop” location for all key information related to the MSP program. As a partner with our public sector clients, we are also pledged to transparency across the procurement chain. Vendors can easily see detailed information about all contracts, job categories, labor rates, etc. This includes performance metrics on themselves and all other vendors – a form of absolute transparency across the supplier community.
- **Self-Service Supplier Management Portal**
CAI also provides a hosted self-service portal where suppliers can provide their enrollment information, including documentation required for the specific state contract. It serves as a repository for contract and compliance documents.
- **Financial and Accounting (F&A) System**
VectorVMS has a direct interface with our enterprise resource planning (ERP) system, Workday, which is the source of financial transactions for our business. As a convenience to suppliers, we generate their invoices to CAI directly aligned with the invoices we generate to state agencies. Suppliers can then easily track upcoming invoice payments for labor performed by their employees. We also generate this data electronically to enable them to easily balance invoices within their own F&A systems.



Extended discussion of the MSP management system appears at [Question 1.C](#), with images and graphics drawn from it throughout the proposal; discussion of alignment with the FCS appears at [Question 1.E](#). Standard and ad hoc reporting capabilities are described at [Question 3.C](#).

Integrated ecommerce environment. The new STC will provide DMS customers with direct access to a large, nimble supplier community across the State. In collaboration with DMS, we will configure the MSP to facilitate workflow for all stakeholders ([Question 1.D](#) and [Question 3.A](#)). We have also presented potential integration with MFMP or agency systems ([Question 3.B](#)) and potential alignment with RESPECT of Florida and/or targeted support for diverse businesses ([Question 4.A](#)). We welcome the opportunity to discuss the details of this future business model with DMS stakeholders.

B. Benefits of Proposed Solution

Describe your company’s Managed Service Provider Solution, Management System, and their benefits to the State of Florida.

A high-level summary of our comprehensive solution appears immediately above. We have utilized RFP [§1.1 Objectives](#) as a framework for showing its benefits to State of Florida. Details follow throughout this [Technical Proposal](#).

RFP OBJECTIVE	CAI SERVICES SUMMARY
<i>Provide a reliable and easily accessible Managed Service Provider Solution</i>	We will utilize VectorVMS as the technical MSP solution (Questions 1.C through 1.e). It is available 24x7x365 in a hosted environment, including mobile access, and is directly accessible to both DMS customers and to the extended community of Florida vendors who participate in the STC.
<i>Ensure that staffing resources are available statewide</i>	In bidding, we have assembled a large vendor community available to supply staff in all labor categories across the state (Question 4.A). Our solution is a highly integrated government to business (G2B)/business-to-government (B2G) environment that provides appropriate transparency to all parties.
<i>Provide qualified personnel based on job description</i>	During transition, we will load the VMS tool with RFP job titles, narrative descriptions, and prices. We will create templates to enable DMS customers to easily develop accurate requirements for the specific opportunity and require vendors to respond item by item to each requirement. VectorVMS also provides dashboards to enable CAI and DMS customers to compare candidates and how closely they match specific requirements. Detailed description of the requisition workflow appears at Question 3.A . Our approach allows the State near-immediate access to Florida’s labor pool.
<i>Provide assistance to Customers to resolve employment issues or replace personnel</i>	CAI serves as first POC for issues related to the contingent staff, their performance on the job, and their employment status. We will work directly with the DMS customer and the individual to resolve the issue. This may involve removing the individual from his/her assignment; it may involve facilitating his/her reassignment to another subcontractor. We will also arrange for replacement personnel as needed (Question 3.A).



RFP OBJECTIVE	CAI SERVICES SUMMARY
<i>Process Customer requests timely and in accordance with the Statement of Work</i>	We will work with all parties to ensure that requirements are clear and to provide qualified resources as quickly as possible. During transition, we will confirm details of the workflow described throughout this proposal, including integration with MFMP and agency-specific requirements. Our objective is to implement a highly focused, easy-to-use process that provides DMS customers with immediate access to a wide variety of temporary workers across the state.
<i>Timely and accurately provide invoices and receipts</i>	We will create and distribute invoices that are timely and accurate. Temporary staff will record their hours in VectorVMS, and DMS customers can approve timesheets electronically via mobile phone or web browser interface. This ensures the accuracy of the underlying data, and VectorVMS integrates directly with CAI’s financial system. This in turn maintains an audit trail for invoice data. During transition, we will finalize the details and format of invoices.
<i>Treat Customers and employees with respect</i>	CAI is a purpose-driven organization. We work as partners with DMS to serve the agencies who will use this contract. We also act as agents of the State of Florida in maintaining an STC open to virtually any staffing firm in the state, and we take this responsibility seriously. CAI is also committed to recruiting and hiring a diverse workforce. We do not discriminate on the grounds of race, color, religion, sex, national origin, age, or disability. We re-affirm our policy on Equal Employment Opportunity (EEO) on an annual basis (§3.3). As part of contract flowdown, we will also ensure that subcontractors follow <i>Contract Exhibit B, §5.1 Conduct of Business</i> .

Additionally, please note if the solution and system are outsourced or in-house.

The MSP management system comprises four components. All data is hosted in U.S. locations.

- VectorVMS is outsourced. CAI controls the configuration for each MSP customer.
- Supplier Information Site is in-house.
- The Self-Service Supplier Management Portal is outsourced to ServiceNow. CAI controls the environment and configuration.
- Workday is outsourced. It is a cloud-based ERP system, which CAI uses to run its business. We fully control the configuration.

C. Hosted Management System

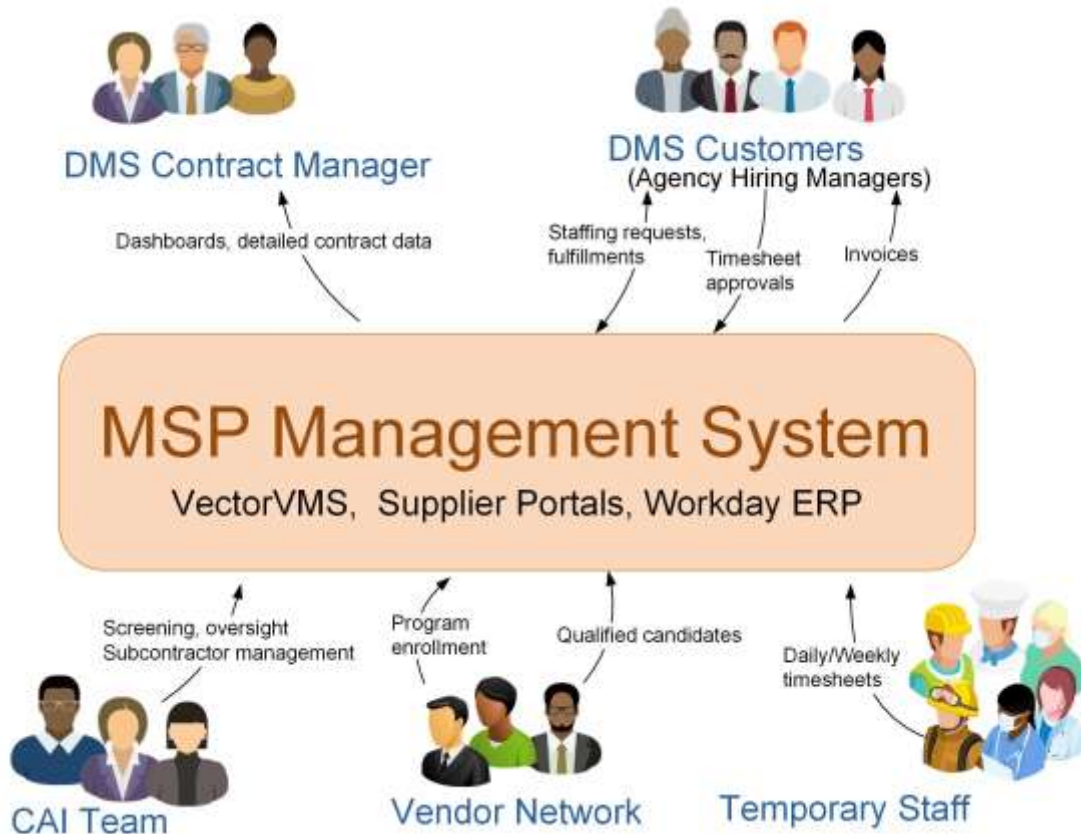
Describe the key features of your company’s Management System, including, but not limited to, how your company will keep users updated on the status of orders and facilitate communication between all parties involved in the process as required by Section 4.6 of the SOW.

SOW §4.6 Provide the Department’s Contract Manager with access to all information pertaining to all purchase orders and contracts with Customers, including but not limited to, staffing requests, assigned Contingent Staff, and

invoices. Customers shall have access to all information pertaining to the Customer’s purchase orders and contracts, including but not limited to, staffing requests, assigned Contingent Staff, and invoices. Invoice information accessible by the Department and Customers must include Pay Rate, Mark-Up Rate, and Bill Rate amounts; Mark- Up Rate amounts must include the Statutory Rate expresses as a percentage of the Mark-Up rate & breakout of Statutory Rate amounts.

We are presenting a highly integrated MSP management system. It is a robust ecommerce system that facilitates instant communication between all stakeholders and serves as a common repository for all information related to temporary administrative, industrial, and medical staffing. The core VMS component triggers notifications to impacted stakeholders based on business rules. For example, when a DMS customer releases a staffing request, the VMS notifies our Florida MSP team. CAI will review/confirm the request and immediately release it to the pool(s) of vendors, based on the job position and location. This instantly notifies all qualified vendors (**Question 4.A**) of the opportunity. As vendors respond with resumes and professional/biographical data on their available staff, the VMS notifies the CAI managers. Notifications occur in the form of email, which stakeholders can view from the personal computer (PC) or mobile device. DMS customers can also log directly into the VMS at any time to see the status of their staffing requests, availability of candidates, interviews scheduled, etc. The MSP management system provides transparency into the entire procurement process.

Our MSP management system executes in the cloud, i.e., in a Software as a Service (SaaS) model available to all stakeholders. The graphic below is a high-level summary of the management system, showing major activity and touchpoints for the community of stakeholders.



Stakeholders use the MSP management system as summarized below. Workflow is discussed at **Question 1.D**, with additional detail at **Question 3.A**.



DMS. DMS has direct access to the environment. VectorVMS has multiple dashboards, allowing managers to easily see performance metrics, the status of specific requisitions, and timesheet information for all assigned temporary staff. During transition, we will configure the environment specific to the contract.

DMS Customers.¹ State and local agencies will use the MSP management system to enter requests for temporary administrative, industrial, and medical staff; review the resumes and other biographical data provided by CAI; and approve the selected candidate(s). They will also use it to approve timesheets. Please note that most everyday functions, such as timesheet approvals, are accessible via either web browser or a mobile device, i.e., iPhone or Android cell phone. We also provide DMS customers with business intelligence (BI) about all aspects of their use of the system. This includes agency-specific dashboards, details on labor utilization, PO spend, and other related data. For most customers, we generate invoices electronically as portable document format (PDF) files and email them to the designated agency representative for further processing. We will confirm logistics as part of configuration, including potential electronic integration ([Question 3.B](#)).

CAI Team. CAI managers use the MSP management system to monitor and respond to staffing requests; route them to the appropriate vendors; screen the credentials of candidates submitted for placement; and select top-ranking candidates to present to the DMS customer. Our managers also use it as the repository for contract information, including the SLAs ([Question 2.E](#)), other KPIs and management reports ([Question 3.C](#)), and training materials ([Question 3.P](#)). We use the ERP component to generate invoices and issue payments to subcontractors.

Vendor Network. Vendors use the MSP management system to enroll their firms in the program, record professional/biographical information on their staff, and submit candidates for open positions. They use the supplier portal component to maintain contract information on their firm. In the VMS component, they have full access to data points relevant to their employees. In the ERP component, they can track the status of CAI's payments for approved timesheets.

Temporary Staff. The administrative, industrial, and medical contingent staff assigned to support DMS customers use the MSP management system to record their time on a weekly basis and submit it for approval. They do this electronically via the Internet or using the browser interface on their cell phone.

We have provided a summary of the workflow at [Question 1.D](#) immediately below, with step-by-step discussion at [Question 3.A](#). Workflow automation is discussed at [Question 1.E](#) and [Question 3.B](#).

¹ We have followed the RFP in using the term "DMS Customer" to refer to the ordering entity, i.e., the agency hiring manager using the STC to procure temporary staffing. This includes all entities eligible to use an STC, i.e., those defined by Rule 60A-1.001(2) Florida Administrative Code.

Note: In some cases, a DMS individual may function as "Customer" in obtaining temporary staff for direct assignment at DMS.



D. Ecommerce Workflow

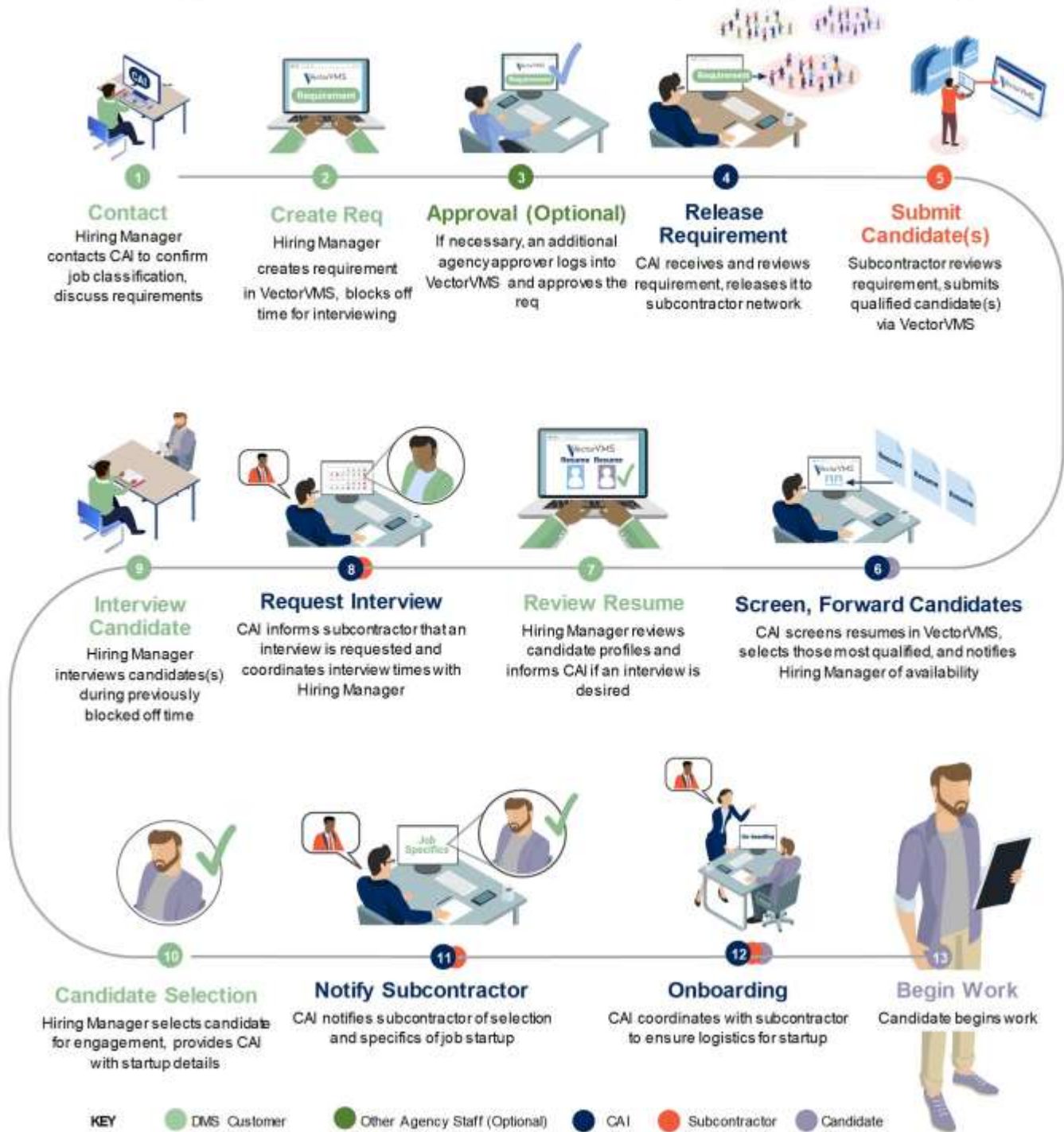
Describe in detail how your company's Management System application will meet the workflow-based software as a service and internet utilization requirements outlined in Section 4.7 of the SOW.

SOW §4.7 The MS shall keep the Customers updated on the status of the order and facilitate communication between all parties involved in the process. The MS shall utilize standard email applications to notify Customers when a task is required or has been completed. For example, a requesting manager must be notified when their requisition has been issued and when the Subcontractors have submitted resumes through the MS. The internal clock in the MS shall timestamp all activities and provide reports accordingly. The MS shall be a "collaborative ecommerce" platform that allows Customers to communication and collaboration through one central platform.

Our proposed solution is an integrated ecommerce workflow, with touchpoints for all stakeholders relevant to their role in the contingent staffing process. At the heart of this is an MSP management system configured for the STC. During transition, we will load it with the job titles and rates defined in the contract and create workflow documents and other training materials for stakeholders. If appropriate, DMS can include these as reference material within MFMP University.

The graphic below is a high-level view of the procurement process, from the initial requisition by a DMS customer until the point where the administrative, industrial, or medical worker begins their assignment. Email notifications occur throughout the process based on events, i.e., release of a requisition to the supplier network, availability of candidates for interview, etc. VectorVMS maintains timestamps on notifications, approvals, and other transactions. These in turn provide the data points needed for performance reporting ([Question 3.C](#)).

Integrated Workflow for Temporary Staffing



Discussion of workflow automation appears at [Question 1.E](#) immediately below. Full discussion of each step of the workflow appears at [Question 3.A](#).

E. Workflow Automation

Describe how your company's Management System will reduce costs and improve efficiency for Customers, including, but not limited to, automating the Contingent Staff process, streamlining the approval and billing process, and automating time and expense capture and approval, in accordance with Section 4.8 of the SOW.

We have addressed the components of this requirement separately as **Questions E1** and **E2**, below.

E1. Automation Efficiencies

SOW §4.8 (partial) The MS shall be a workflow-based application delivered in a Software as a Service (SaaS) model and accessed via the internet utilizing a standard browser; therefore, the user need not be in the office to complete required tasks. The MS shall be configured specifically for each state agency customer utilizing business rules, user roles, and internal routing. The MS shall be an extensive application configuration tool that allows new users, vendors, and job information to be added or updated easily.

The narrative below describes how we will help implement efficiencies in procuring temporary administrative, industrial, and medical staff, with cross-reference to discussion at other relevant questions.

Automating the Contingent Staff Process

The MSP management system executes in a cloud environment, i.e., as a SaaS configured for the STC contract. We will work with DMS during the implementation period to define a standard workflow applicable to all DMS customers. This includes creating training materials specific to the contract. These include video segments, similar to the training sessions available in MFMP University. They also include a user guide and other visual aids (**Question 1.P**) that DMS customers can use in submitting requisitions. Among other things, we will provide a hosted repository for instructions and materials specific to the STC. All information is available via web browser. The MSP management system also includes a mobile app for use by DMS approvers, available for iPhone and Android devices.

We can also provide agency-specific configuration as needed. For example, aspects of creating the temporary staffing PO may vary, based on how DMS customers use MFMP, FLAIR, or other agency systems. We can implement agency-specific approval steps within the MSP management system, if desired. Over the life of the contract, we can integrate with newly enabled functionality within PALM, as needed.

Initial Configuration

The requisition workflow is fully automated, described step-by-step at **Question 3.A**, with potential punchout based on DMS/agency requirements (**Question 3.B**). One of the primary means of creating efficiency is to use standard processes wherever possible. Our solution includes multiple specific factors to improve efficiency and thereby reduce cost for DMS customers.

- **Standard job titles**

We will load the system with standard job titles and pricing parameters based on the final contract. We will also update these over the life of the contract as conditions change, e.g., additional job titles, changes in minimum wage, etc. The STC rates in turn enable DMS to provide economies of scale in terms of negotiating the final contract.

- **Standard procurement data**

We will create standard data entry fields/checklists for information required for specific types of jobs. This becomes the basis of the profile created for the candidate. For example, some positions require a valid Florida driver's license; other may require a professional certification, such as Registered Nurse (RN) or Licensed Practical Nurse (LPN). At least two of the job positions require some form of OSHA training. Developing a similar set of data elements for similar job titles enables us to present candidates to DMS customers in a consistent format, which increases efficiency for the hiring manager.

- **Right to Represent (RTR)**

We require our subcontractors to include a signed, dated RTR for any candidate. In the world of temporary staffing, individual workers may work simultaneously for multiple employers. Having an RTR for the position signifies the firm is presenting the individual with his/her knowledge and permission. It also prevents multiple firms from submitting the same candidate and reduces confusion for all parties.

In signing the RTR, the individual also affirms the correctness of his/her resume and other professional credentials. This is a quality control that helps ensure the accuracy of information presented to DMS customers.

- **Standard resume templates**

We will develop a standard template for the *Temporary Staffing Services STC*, which will present candidates in a consistent format. This in turn allows the DMS customer to quickly evaluate multiple candidates using a standardized format.

Based on the job titles and categories, we anticipate developing variations of the standard template for similar positions. For example, all but one² of the 47 medical temporary positions will presumably require certifications on the individual's knowledge of workplace practice defined by HIPAA. At least four positions will require some sort of nursing license. We will review these with DMS in configuring the MSP management system.

Ease of Use

The MSP management system is fully configurable, both at implementation and throughout the life of the contract as needed. During the implementation period, we will load it with business rules approved by DMS and with user IDs for the community of authorized DMS customers. Each DMS customer will have at least one individual with administrative authority, enabling them to authorize other agency users to the system. We will add additional agencies throughout the life of the contract based on changes in Florida government. For example, Florida Digital Service (FDS) was created in 2020; Westlake municipality (Palm Beach County) was incorporated in 2016.

Similarly, we will add approved vendors to the MSP management system throughout the life of the contract following a DMS-sanctioned enrollment process (**Question 4.A**). This includes assigning initial user IDs, and providing access to the self-service portal and instructions on how to use the MSP management system. Each vendor has one or more users with admin authority. This enables the vendor to perform self-service, such as adding (or deactivating) users to represent its organization, reset passwords within its own community, etc.

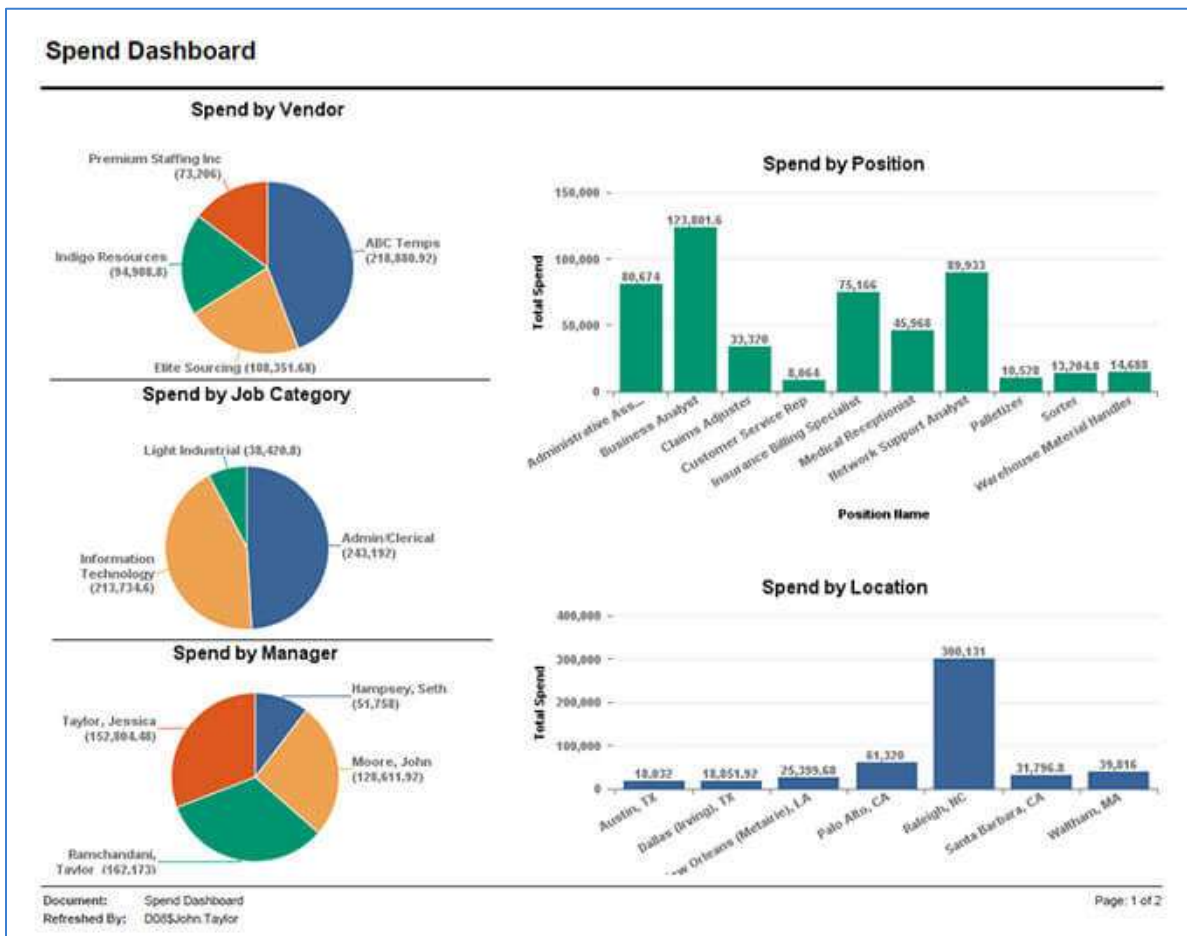
² 29-1131 Veterinarians

We will also modify configuration settings, with DMS permission. This includes implementing rate changes for the renewal period and adding any additional job titles approved by DMS. It also includes potentially modifying business rules as part of continuous improvement initiatives (**Question 1.Q**).

Approval and Billing

The process for approving requisitions is also fully automated. All stakeholders use the MSP management system to track the status of staffing requests, depicted earlier. It serves as a common repository for all information on the requisition, candidates submitted, those presented for interviews/approval, and final approval of the specific candidate for a temporary staffing position. It is also the shared repository for timesheet data and ensuing billing.

We will provide monthly and quarterly SLA reports, summarizing our performance. VectorVMS provides dashboards that will provide DMS and its customers with instant access to real-time data. The image below is a sample dashboard showing multiple aspects of contract spending, i.e., by location, by job title, etc. DMS will have access to all data related to the STC. DMS customers will have the same view, based on the underlying data specific to the customer, i.e., FDOT customers view data relevant to FDOT, Department of Children and Families (DCF) customers view data specific to DCF, etc. Please refer to **Question 3.C** for extended discussion of dashboards and management reporting.



We can also configure the MSP management system to generate email alerts based on funds expended, where desired. We can set alerts as expended funds approach the PO threshold, for example. We can also track expenditures from multiple funding sources, such as when a requisition has funding from both state and Federal sources. This is a useful tool to help the DMS customer proactively address the potential funding shortfall.

We will use the MSP management system to generate invoices electronically. As noted above, by default these are PDF files, which we email to the designated DMS customer for further processing and final payment. During transition, we will confirm details for the format and content of the invoice and any additional requirements to expedite payment processing by DMS customers. Our intention is to streamline as much as possible the integration with MFMP/FLAIR and agency F&A systems.

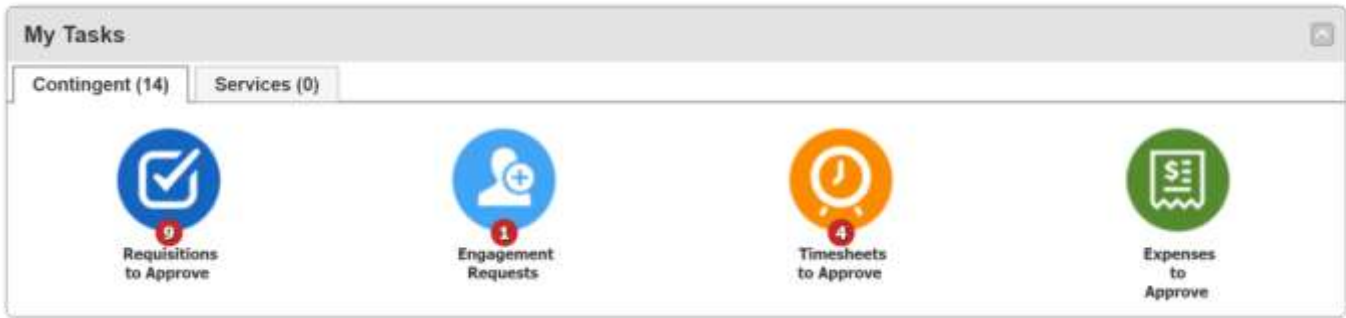
Automating Time and Expense Capture and Approval

Contingent staff use the MSP management system to submit their timesheets on a weekly basis. They do this using PCs or the browser interface on their cell phones. Vendors also have proxy authority to submit timesheets on behalf of their staff. For example, field workers in farming, fishing, and forestry might not have easy access to a PC or cell phone, in which case their employer could submit time on their behalf.

The process for approvals is also fully automated. For DMS customers, this includes four major functions:

- **Timesheets**
Hiring agents should approve timesheets on a weekly basis for all temporary staff working under their supervision. They can also delegate this authority, such as coverage when they will be out of the office or on vacation.
- **Requisitions**
Hiring agents must create the original staffing request. Depending on configuration, the requisition itself may require other DMS customers to approve it prior to release to CAI.
- **Engagements**
After reviewing candidate profiles (and conducting interviews, if desired), the hiring manager must accept the designated candidate by formally requesting him/her.
- **Expenses**
The MSP management system also allows for processing expense reports, i.e., occasions when temporary staff submit expenses for reimbursement. Any reimbursable expenses will follow State of Florida travel guidelines and require preapproval by the agency (§9).

DMS customers can easily perform these approvals directly from their dashboard in the online interface, shown in the image below. When they click on the icon, the MSP management tool launches a page with the items requiring action. In this example, the open action items awaiting approval are nine open (new) requisitions; one requisition with a candidate awaiting review; and four timesheets for currently deployed temporary staff.



An image of these same approval functions via the mobile app appears below at [Question 1.P](#); a comprehensive description of the MSP workflow appears at [Question 3.A](#).

E2. Information Technology Security

SOW §4.8 (Q&A) The Contractor agrees to cooperate with the Department and Customers and perform all actions necessary to assist with all tasks in furtherance of the Department's and Customers' efforts to comply with the obligations under section 282.318, F.S., and Chapter 60GG-2, F.A.C., Information Technology Security (also known as the Florida Cybersecurity Standards (FCS)), as applicable. The Contractor shall abide by all applicable federal and state law pertaining to cybersecurity requirements, and other prescribed security guidance, to include (but not limited to) those requirements outlined for such sensitive data types as Personally Identifiable Information (PII) and Criminal Justice Information (CJI).

We have reviewed the State's policy on information security at 282.318, F.S., and the FCS defined at 60HH-2, F.A.C., and will collaborate with DMS and its customers to comply with applicable policy. These policies apply both to data maintained by CAI within the MSP management system and to data that the contingent staff may work with in executing their assignment.

Data Maintained by CAI

CAI has a formal Security Operations (SecOps) Policy, which we can provide DMS upon request. Like the FCS, it utilizes the National Institute for Standards (NIST) Cybersecurity Framework (CSF) as the core framework for SecOps policies and procedures. These policies pertain to systems maintained and used by CAI in providing services to its clients.

CAI is providing an ecommerce for use by the State of Florida and other authorized Florida entities. We thus execute within the Supply Chain (SC) Risk Management category of FCS, specifically ID.SC-3:

ID.SC-3: Require suppliers and third-party providers (by contractual requirement when necessary) to implement appropriate measures designed to meet the objectives of the organization's information security program or cyber supply chain risk management plan

The narrative of this subsection describes the data maintained within the MSP Management System and how it aligns with FCS policy for data security.

All data resides in highly secure cloud environments, hosted within the U.S. ([Exhibit B §9](#)). All environments execute utilizing hypertext transfer protocol secure (HTTPS) protocol.

The MSM Management System contains four components, discussed below. Of these, VectorVMS is the primary source of detailed data.

- **VectorVMS**

VectorVMS executes from a primary data center located in Atlanta, GA, with the backup data center in Waltham, MA. It contains PII on all candidates, as well as personal health information (PHI) on any who undergo drug testing. Drug testing data is accessible only by CAI staff, in order to confirm the results of the test itself. State employees do not have access to individual drug tests; rather, they can view the results (pass/fail). We do not maintain CJ information within VectorVMS. VectorVMS has also provided us with Type 2 Service Organization Control (SOC) 1 and SOC 2 reports for its data centers, which we can provide to DMS upon request.

We also note that VectorVMS it is fully compliant with Section 508,³ rated WCAG 2.0 Level AA.

Data is encrypted in transit and at rest, utilizing transport security layer (TLS),⁴ Pretty Good Privacy (PGP) protocol, and the Advanced Encryption Standard (AES) established by NIST. We can provide information on the software architecture, including firewalls, upon request.

- **Supplier Information Site**

The supplier information site is a public-facing portal hosted by CAI at its data center in Allentown, PA. The website contains no personal information of any sort. The published information pertains to contracts in multiple states and is generally subject to public records laws of the particular state.

CAI backs up this data on a nightly basis. We maintain a disaster recovery plan (DRP) for the data center and all hosted technology, including this website.

- **Supplier Management Portal**

The supplier management portal executes within a ServiceNow environment configured and maintained by CAI. The data physically resides in San Jose, CA, and is paired to a backup data center in Washington, DC. ServiceNow maintains a DRP for its data center, including full backups on a weekly basis and nightly incremental backups.

The information in the supplier management portal contains information on the suppliers who participate in the MSP, i.e., representations and certifications, compliance information, and signed agreements. It does not contain PHA or CJI. The limited PII is related to the user IDs of agency individuals authorized to maintain information about their firms.

- **Financial and Accounting System**

Our Workday ERP system executes in a cloud environment, hosted by Workday in suburban Portland, OR. The firm maintains a DRP, which serves as an extension of our own DRP. Its SLA for data recovery is one hour, i.e., the maximum data that could be lost relative to an incident.

Workday does not contain PHA or CJI. It contains PII in the form of the named individual working for our MSP clients, which we include on the invoice. This is the only form of PII related to the contract within Workday.

Data Maintained by DMS Customers

DMS customers are responsible for the technology and systems that they use to fulfill their mission, including aligning systems and business processes with FCS and other State/Federal regulatory

³ Section 508 (1998) amended the Rehabilitation Act of 1973 to require that Federal agencies make IT accessible to people with disabilities. The standard incorporates by reference Web Content Accessibility Guidelines (WCAG) 2.0 Level AA Success Criteria.

⁴ TLS replaces the now-deprecated Secure Sockets Layer (SSL).

requirements. Based on their assignment, contingent staff may utilize these systems, acting on behalf of the agency.

In setting up the MSP management system, we will discuss potential configuration options with DMS as part of transition. For example, we can have a standard checklist for agency use, which they can use to denote whether a position will involve CJI, PHA, or other protected information. We will ensure the requisition includes this information and requires candidates to affirm their understanding of the specific policies. This is part of the Compliance Manager functionality, discussed below at [Question 1.G](#).

F. Candidate Screening (Summary)

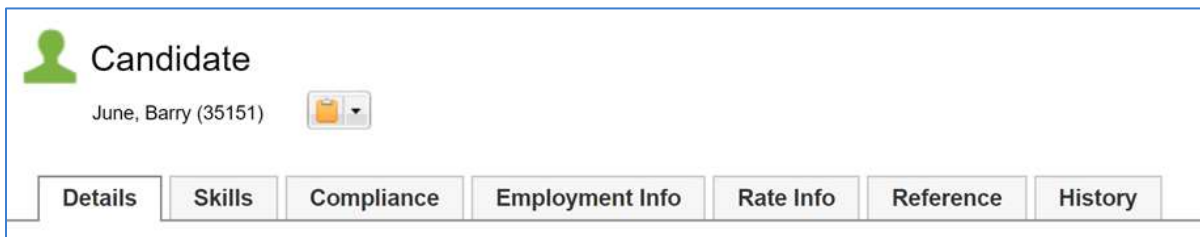
Describe your company's methods of overseeing Subcontractors' recruiting and hiring process for Contingent Staff candidates by Job Category, including how your company ensures Contingent Staff candidates' qualifications meet the requirements set forth in the Contract.

Our MSP program represents a collaborative ecommerce system, with participation by a large number of vendors to ensure the widest selection of skilled, trained resources for DMS customers. This narrative describes how we oversee the recruiting/hiring process to ensure high-quality candidates; additional related details appear immediately following at [Question 1.G](#).

In enrolling, each subcontractor accepts flowdown conditions from the RFP and confirms that the firm will follow terms and conditions of the MSP program, discussed at [Question 4.A](#). Among other things, the subcontractor confirms policy on practices related to recruiting and hiring, such as use of E-Verify (§29) and non-discrimination in hiring (§3.3). This attestation applies globally to all candidates submitted for temporary staffing positions.

We use the MSP management system to enforce process and help align the information on each candidate as it directly relates to the requisition. This enables all parties to focus on the requirements of the DMS customer and the relevant information on the candidate.

The MSP management system presents this information in tabbed format, summarized below. As an example, the "Skills" tab will contain specific requirements from the requisitions, e.g., number of years' experience in each required skillset. The "Compliance" tab lists specific additional items required, e.g., education records or professional credentials. Vendors upload this information and check off the particular item to show compliance. Depending on the job position, they may also upload a resume for the candidate.



In submitting, the vendor is affirming the accuracy of the information provided. As noted earlier, we also require candidates to sign an RTR affirming the accuracy and correctness of the biographical and professional data.

We confirm this information as part of reviewing and screening candidates for the open position. In cases where we want additional information or clarification, we reach out to the vendor and/or directly

to the candidate. Depending on the nature of the requisition, we may also personally interview candidates prior to presenting them to the DMS customer.

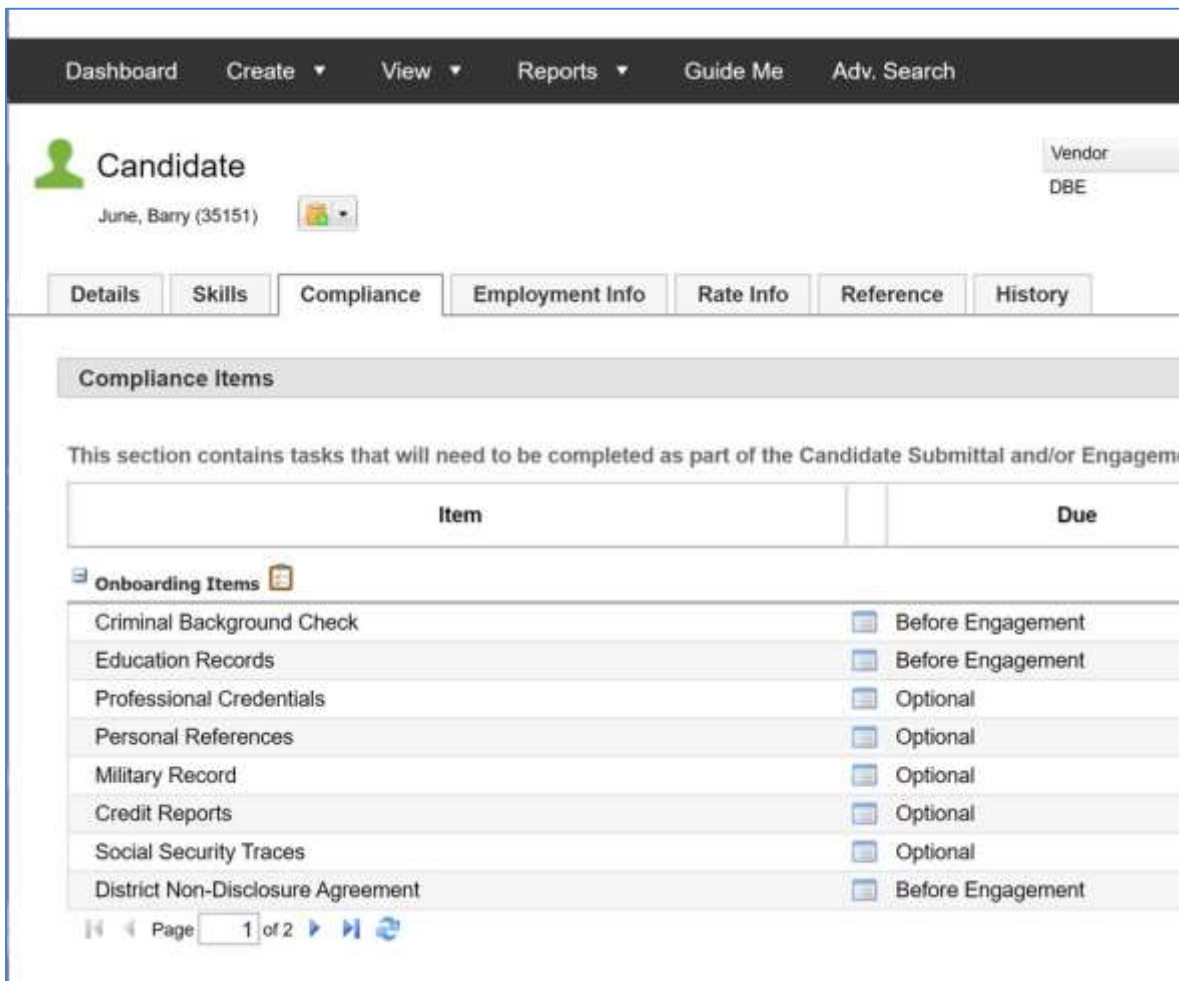
Related information appears immediately below.

G. Candidate Screening (Detail)

Describe your company's approach to ensuring subcontractor compliance in meeting pre-employment requirements, including the proposed approach for ensuring compliance with the requirements in Section 11, Contingent Staff Requirements, of the SOW.

We use the MSP management system to manage and control the information about candidates, their skills and certifications, and all data needed to confirm their qualifications for the position (§3.4). Discussion of workflow for candidate screening appears immediately above and at [Question 3.A](#).

For each requisition, the MSP management system has a checklist of onboarding items; an example appears in the image below. This is the Compliance Manager function of VectorVMS.



The functionality applies to all compliance items for the position. Some of these may be required as part of the application, e.g., specific education credentials. Others may be required prior to starting, such as completion of criminal background checks, any required drug testing, etc. As another example, some



industrial positions may require the individual to provide their own tools, equipment, etc. This may include specific safety items such as a hardhat, safety vest, and safety shoes.

The sections below discuss the specific requirements of SOW §11 Contingent Staffing Requirements; related discussion of onboarding tasks appears at **Question 1.N**.

§11.1 Background Screening – The Contractor shall require that background checks, including criminal history checks, are conducted on Contingent Staff. Contingent Staff may be persons of special trust and may be required to undergo a Level II Background Check, as described in section 435.04, F.S. The cost of the background checks will be borne by the Contractor or its Subcontractors, not the Department or Customer. The Contractor may not allow any Contingent Staff to provide services to Customers if such Contingent Staff does not meet the qualification standards established by the Customer.

Our standard background check investigates multiple aspects of the candidate’s history, summarized below. We will confirm specific requirements during the implementation period to and ensure that all subcontractors document the results for each candidate.

SCREENING	DESCRIPTION
E-Verify	Uses a U.S. Department of Homeland Security (DHS) interface to confirm eligibility to work in the U.S. We use this for our own direct hires. As per SOW §29 E-Verify, we will obtain an affidavit from subcontractors on their use of it and maintain it on file of the life of the contact.
Social Security Number (SSN) Trace	Identifies names and addresses associated with a particular SSN.
National Criminal Screening	Uses the FBI’s National Instant Criminal Background Check System (NICS) and the National Sex Offender Public Website (NSOPW) to identify malfeasance. NICS in turn incorporates criminal history data not only from the Florida Department of Law Enforcement but also similar agencies across the U.S.
National Sex Offender Registry Search	Uses the FBI’s NSOPW to identify malfeasance.
County Screening	Uses county-specific criminal screening, based on the SSN Trace.
Credit Employment Report	As allowed by Federal law, this uses a modified version of a standard credit report to identify employment history.
5 Panel Drug Screening	Identifies drugs present in the candidate’s body. The 5-panel test follows the Federal government’s <i>Mandatory Guidelines for Workplace Drug Testing</i> and identifies presence of marijuana, cocaine, opiates, amphetamines, and Phencyclidine (also known as angel dust). Some DMS customers may require this for specific positions. On-the-job drug testing is discussed below as a separate requirement.

§11.2 Reporting of Criminal Matters – *The Contractor shall require Subcontractors to report to Contractor any criminal matter in which the Contingent Staff assigned to a Customer has been involved. Criminal matters requiring reporting include an arrest, charge, indictment, information, conviction, plea of guilty or plea of no contest, regardless of whether adjudication is withheld and regardless of whether the criminal matter occurred within or outside the workplace. The Contractor shall require Subcontractors to report criminal matters, of which it has knowledge, no later than one (1) Business Day after the occurrence of the event and shall provide Subcontractors with contact information for reporting criminal matters. The Contractor shall notify the Customer no later than one (1) Business Day after the reporting by Subcontractor of any criminal matter.*

We will include this requirement to report criminal matters as a flowdown clause to subcontractors (Exhibit B §13.1). We acknowledge requirements for (1) subcontractors to report the matter within one business day of discovery, and (2) us to report to the DMS customer within one business of receipt of the information. This policy also applies to disqualifying offences within the past six years, cited in the contract (Exhibit B §12.3):

- Computer-related crimes
- IT crimes

We will expedite this directly to the agency hiring manager and collaborate with all parties in implementing mitigation measures as needed. This includes having the vendor inform the employee that the assignment has ended and preparing a replacement requisition, depending on the circumstances.

§11.3 Drug Testing – *Drug testing requirements will vary for individual Customers throughout the State. The Customer will identify if there is a drug test requirement at the time the order is placed. These tests are normally conducted randomly, on a random number of Contingent Staff, in safety-sensitive positions, and consist of a urine sample. If a Contingent Staff fails a drug test, the Contingent Staff will no longer be eligible to provide services to the Customer under this Contract. The cost of the drug test shall be incurred by the Contractor.*

For positions requiring drug testing, we will ask the candidates to acknowledge in writing their awareness of the requirement and agreement to be tested; we will retain this written acknowledgement within the MSP management system. We will also work with the DMS customer to coordinate logistics for paying for these random drug tests.

§11.4 Driving Qualification – *If driving is required for a specific Job Title, the Contingent Staff must have a valid driver's license reflective of the class required to render the services. Any cost associated with confirming this qualification shall be borne by the Contractor.*

We will upload an image of the candidate's driver's license into the MSP management system. If the DMS customer requires additional detail, we will record it as part of the requisition. For example, some agencies may require a copy of the individual's driving record, available from the Florida Department of Highway Safety and Motor Vehicles.

Please note that VectorVMS is highly secure, with security appropriate for PII such as drivers' licenses. We will configure it so that access to PII follows role-based security.

§11.5 Additional Certification(s) – *Certain positions may require additional types of certifications, such as First Aid and CPR certification. Contingent Staff shall have these certifications prior to applying for such positions. Contingent Staff shall maintain and recertify these certifications at the Contractor’s or their own expense.*

We will use the MSP management system to control this. The accompanying image is part of the “Candidate Compliance” tab, showing required and optional documents, credentials, and other certifications. Some items may be required for all candidates, such as the criminal background check. Others will be specific to the position. For example, the civil engineer position presumably will require a Professional Engineer (PE) license, and the electrician position will require either a municipal or statewide electrical license, etc.

Item	Due
Onboarding Items	
Criminal Background Check	Before Engagement
Education Records	Before Engagement
Professional Credentials	Optional
Personal References	Optional
Military Record	Optional
Credit Reports	Optional
Social Security Traces	Optional
District Non-Disclosure Agreement	Before Engagement

We will work with DMS customers to confirm the specific certifications required. We will review the certifications as part of reviewing the candidate and confirm they are currently valid, i.e., prior to releasing the candidate for review by the DMS customer.

We also use the Compliance Manager function to enforce recertifications as needed. For dated requirements, the MSP management system automatically generates alerts to remind the vendor about expiring certifications and ensure they are completed in a timely fashion. This occurs at no expense to the DMS customer.

§11.6 Dress and Equipment – *Contingent Staff shall report to job assignments dressed appropriately and with the equipment specified by the Customer as being required to perform work in the Job Categories covered under this Contract. Field personnel are required to have safety shoes, at the expense of the Contractor, Subcontractor, or Contingent Staff. The safety shoes must meet American National Standards Institute (ANSI) and Occupational Safety and Health Administration (OSHA) standards.*

We will confirm requirements with the DMS customer when we review the requisition, particularly for positions requiring OSHA training. For example, our field staff supporting FTE wear safety shoes with steel or composite toes, a safety vest, and goggles as needed. In addition, during the current pandemic many positions require personal protective equipment (PPE). We will also confirm requirements for tools and equipment.

As part of onboarding (**Question 1.N**), we will reiterate the requirement to the candidate and confirm his/her understanding.

§11.7 Communication Skills – *Unless otherwise requested, all Contingent Staff must be able to read, write, speak, and comprehend the English language in accordance with the minimum requirements of the position description. If the Contractor provides Contingent Staff that are unable to read, write, speak, and comprehend the English language, in the Customer’s sole discretion, the Contractor will refund any fees and wages incurred.*

We acknowledge the requirements. We will ensure the vendors understand the language requirement as part of baseline screening and ask them to affirm the fluency of the candidate as part of their submittal.

§11.8 Courtesy and Cordiality Towards All Others – Contingent Staff shall be respectful of all people with whom they interact, including Customer employees.

Professional courtesy is important for any temporary position, and we are committed to fostering a spirit of courtesy and cordiality among all temporary staff. CAI has a formal Code of Conduct, which we require all employees to review and sign annually. Some of our clients have mandated that contingent staff review Vimeo video presentations on acceptable conduct, including segments focused on preventing sexual harassment.

We will confer with DMS during the transition on the mechanics of this policy. We anticipate enforcing the policy as part of onboarding (**Question 1.N**) and tracking it in the Compliance Manager component of the MSP management system.

§11.9 Customer's Right of Refusal – The Contractor will be given between four (4) business hours and one (1) Business Day to confirm availability of a Contingent Staff to fill a request. However, if the Customer and Contractor agree that a position is "hard-to-fill," the Customer may allow up to five (5) Business Days for the Contractor to confirm availability of a Contingent Staff. In the event that the Subcontractor is unable to fill the job request, the Customer may cancel the request.

We assume the requirement applies to confirming the availability of a submitted candidate, i.e., at a point in the procurement cycle where the DMS customer has reviewed submitted candidates, conducted interviews (if desired), and selected a specific individual. At this point, the DMS customer wishes a "right of refusal" for the individual. We accept the proposed metric and will confirm his/her availability within the requested timeframe.

Please note that the start date of the individual will then occur at a mutually agreed date, normally two weeks after the DMS customer has given final approval.

H. Subcontractor Benefits and Incentives

Describe the benefits and incentives offered by your company's proposed Subcontractors to Contingent Staff.

Benefits will vary based on multiple factors. These include the size of the firm, the status of the individual (fulltime versus parttime), his/her employment status (W-2 versus 1099), and the type of work. For example, architectural and engineering managers are more likely to have paid vacation than food preparation workers. As part of contract flowdown (**Question 4.A.**) we will ensure that subcontractors follow applicable state and Federal laws, including those cited at SOW §2.13. This includes health insurance as required by the Affordable Care Act (ACA) and any other mandated fringe benefits (§3.13). Please see related discussion at **Question 3.D.**

I. Assignment Process

Describe your company’s process assignment of Contingent Staff.

This section summarizes our process for reviewing information submitted by our subcontractors, screening them as potential candidates for the position, then assigning them as formal candidates to the DMS customer. This is the “Screen, Forward Candidates” step highlighted in the accompanying diagram; the full diagram appears at **Question 1.D**. Discussion of the process related to starting the work assignment appears at **Question 1.N**; discussion of the entire workflow appears at **Question 3.A**.

The process actually begins with the initial requisition. We work with the client to confirm our understanding of the requirement. Where appropriate, we assist the client in clarifying any ambiguity and/or defining specific skills needed. We might also advise on ranking skillsets as required versus desired. A skillset may be broadly available (e.g., “bookkeeping”) and less broadly available for specific systems (Dynamics, Quicken, Peachtree, etc.). We might advise the client to denote booking experience as required and experience in the specific software desired. Having a clearly defined requisition enables the vendor community to respond more accurately; it also enables CAI to screen the candidates more effectively, fully cognizant of the requirement.

In terms of identifying the best-qualified candidates, we use the MSP management system to expedite the process. It uses internal algorithms to create a score for each candidate based on how closely their profile matches with the job requirements. We use dashboards to filter the collective information on all candidates submitted. This enables us to quickly screen large volumes of resumes and other biodata. As an example, in 2020, we received 95,466 candidate resumes for 2,525 positions, submitted by 1,340 participating vendors. This is an average of 39 applicants per requisition. Using a finely honed MSP management system is a critical success factor in quickly, equitably vetting candidates from a large supplier community.



J. Challenging Assignments

Describe your company's methods for solving particularly challenging staffing assignments, large orders, and emergency requests.

Please note this section contains trade secrets/confidential information subject to redaction.

[Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]



K. Hours of Operation

What are your normal company business hours? If an emergency arises outside of these hours, describe your process for servicing customers.

Our normal business hours are 8:00 a.m. to 5:00 p.m. on client workdays. This aligns with State business hours cited at SOW §3.5. We will also follow the State of Florida holiday schedule (§3.5).

Our key personnel are profiled in the **Experience and Personnel Proposal**. Our Tallahassee-based contract manager is first POC for emergency support. We will also publish a defined escalation path so that DMS customers are able to reach CAI during off-hours (**Question 2.C**).

L. Turnaround Time

Describe your company's turnaround time after receiving an order and your company's process for meeting the requirements in Section 11.9 of the SOW.

Our response to §11.9 appears above at **Question 1.G**. As discussed there, we accept the proposed timeframe for confirming availability of a candidate, normally within four hours or one business day of the DMS customer's decision on the individual. This text focuses on the time period between releasing the requisition to the vendor community and responding with qualified candidates for the position.

Our normal turnaround SLA is four days; this is identical to the Resume Submittal Response Time metric in the incumbent contract. Most of our contracts also have an emergency/urgent requisition SLA, where we provide candidates within two days. For example, DMS customers might need temporary staff on an expedited basis to assist in recovery from hurricanes or severe weather events. We have proposed measuring both of these as additional KPIs for the upcoming STC (**Question 3.A**).

Our process for responding is depicted in the diagram at **Question 1.D** and described in step-by-step detail at **Question 3.A**.

M. Turnover

How do you define and measure turnover? What is your current turnover rate by Job Category (i.e., administrative, industrial, medical)?

We have accepted the Staff Performance metric (SLA 5) at **Question 2.E**, defined as follows:

$$\frac{\text{Number of position turnovers due to inadequate performance, as determined by the Customers}}{\text{Total number of positions filled}}$$

and the 8% benchmark. Our portfolio of MSP clients represents both IT professional and various administrative positions outside the state of Florida. For these contracts, in 2020 turnover was 2.65%. Within the state of Florida, we provide both industrial and administrative staff. For these contracts, our 2020 turnover was 3.31%.

We have also proposed a related KPI for staff attrition, when the candidate chooses to leave a position. This is unplanned turnover not caused by the client, excluding Staff Performance removal (above), death, family medical leave, etc. Please refer to discussion at **Question 3.C**.

N. Preparing Staff for Their Assignment

Describe how your company prepares Contingent Staff for their assignments.

CAI will work with the DMS customer to ensure policy requirements are documented in the requisition, discussed above at **Question 1.G**. As discussed there, we use the Compliance Manager functionality of the MSP management system to track specific requirements; we are also responsible for ensuring they are followed by the contingent staff (§3). Upon notification to proceed, CAI informs the subcontractor and works with the designated individual to prepare him/her for Day 1 on the assignment.

As part of onboarding, we will ensure the individual acknowledges specific requirements. Candidates will follow all policies, procedures, and standards established by the DMS customer, such as policies related to physical safety, security, and fire regulations (§13). Where relevant, they will also follow confidentiality requirements such as regulations concerning PHI as defined by HIPAA (§14).

The individuals will follow work hours as directed by the DMS customer, potentially including overtime as defined in the RFP (§7), and provide their own transportation and parking (§8).

In addition, we will require the individual to affirm their understanding that they:

- Are employed by their respective firm, not by the DMS customer (§3.10, Exhibit B §6.3)
- Will receive no benefits from the DMS customer, including paid time off (§3.11)
- Must report job-related illness or injury reports to CAI (§3.12)

Finally, as part of standard onboarding activity, we provide information on how to access the MSP management system and submit weekly timesheets.

O. Staff Training

What training opportunities does your company offer to Contingent Staff?

Subcontractors and their staff are responsible for professional training, including training required to maintain specific licenses. We use the MSP management system to document training/licenses required for specific positions and confirmation that the training has occurred and/or that the license is current. In addition, as per SOW §6, some positions may require up to 16 hours of training prior to job start date. In this scenario, the subcontractor arranges the required training and documents completion via the MSP management system.

Specific to onboarding, we provide brief training for submitting timesheets and the required training for harassment, discrimination, and retaliation (§3.8, §3.9). As part of compliance monitoring, we keep records of all required training.

P. Enhanced Access, Innovation

Describe any special programs that your company offers that will improve Customer's ability to access services or other innovative strategies.

As described above, our MSP program is a fast, integrated ecommerce system that provides DMS customers with relatively instant access to Florida's temporary staffing labor pool for administrative, industrial, and medical staff. DMS customers can access it directly via web browser or their mobile devices; the MSP management system fully automates workflow associated with obtaining temporary administrative, industrial, and medical staff.

SOW §4 Management System Requirements is a baseline of nine specific DMS requirements. Of these, six are addressed above. We have used this section of the proposal to address the remaining requirements, below, to describe how our MSP process improves DMS customers' ability to obtain contingent staff quickly and easily.

SOW §4 Management System Requirements

§4.1 The Contractor shall ensure that the Department, Subcontractors, and Customers have continuous, uninterrupted access to the MS, including nights, weekends, and holidays, for the duration of the Contract, subject to a 98% uptime target for the application of financial consequences identified in Paragraph 23 below.

We acknowledge the requirement. Uptime for 2020 was 99.98%. We have acknowledged the related SLA metric at [Question 2.E](#) below.

§4.2 The Contractor shall provide a minimum of thirty (30) days' notice to the Department prior to planned outage, update, upgrade, and maintenance schedules for the MS. The Contractor shall, within one (1) business hour of becoming aware of an unplanned outage of the MS, notify the Department of the occurrence and establish workaround solutions if the outage exceeds one (1) Business Day or eight (8) consecutive business hours.

Planned/scheduled outages always occur outside business hours, i.e., nights/weekends.

If any unplanned outage occurs during business hours, we will notify DMS within one hour of becoming aware of the issue. If the outage persists longer than one business day or eight business hours, we will collaborate with DMS to establish a workaround and publish it to DMS customers.

Please note: we have utilized VectorVMS as the core component of our MSP program for 16 years. During this time, we have never experienced an unplanned outage requiring workaround.

§4.3 The Contractor shall provide Customers with initial setup training and materials on how to use the MS. The Contractor shall also make ongoing training available to Customers on as-needed basis upon request.

We will develop training materials for both DMS customers and vendors based on the final contract. This includes collaborating with DMS staff to ensure appropriate nomenclature specific to the State of Florida. Deliverables include all of the following. We will be happy to provide a sample to the Evaluation Committee, if desired.

- **User Guide**
Our standard *User Guide* is a detailed document of approximately 30 pages. It contains annotated screen prints to guide hiring managers and other stakeholders in how to use the system. We will create a Florida-specific version of this for use by MSP stakeholders.
- **Quick Reference Guide**
This is a two-page summary of the entire workflow, used to help navigate and complete major functions. Headings include:
 - ✓ **Getting Started**
 - Forgot Your Password?
 - Change Your Password
 - Online Help
 - Contact CAI Information
 - ✓ **Creating a Requisition**
 - List of step-by-step instructions

- ✓ **Reviewing Candidate Qualifications**
 - List of step-by-step instructions
- ✓ **Screening and Interviewing a Candidate**
 - List of step-by-step instructions
- ✓ **Selecting or Rejecting a Candidate**
 - List of step-by-step instructions
- ✓ **Reviewing Time and Expense**
 - List of step-by-step instructions
- **Mobile App Guide**

This is a guide for hiring managers who use the VectorVMS mobile app. It focuses on tasks most frequently performed by hiring managers, i.e., approvals.
- **Video Training**

We also create video guides to assist stakeholders, similar to the Vimeo material available at MFMP University. These will be specific to the STC, using contract terminology familiar to DMS customers. Our standard Vimeo topics are as follows:

 - ✓ System Navigation
 - ✓ Entering a Contingent Requisition
 - ✓ Approval Workflow
 - ✓ Reviewing and Selecting a Candidate
 - ✓ Time Entry and Approval
 - ✓ Completing an Evaluation
- **STC Workflow Integration**

DMS has a standard format for documenting STCs to DMS users. After we have confirmed MSP workflow, we will provide DMS with content for this document and otherwise assist in publishing the workflow to the user community.

§4.4 The Contractor shall configure the MS to incorporate name and location and any other reasonable non-programming modifications as requested by a state agency but is not obligated to develop customizations for other eligible users.

During transition, we will configure the MSP management system specific to the STC. This includes loading textual information related to the DMS customers, e.g., name, addresses, and authorized users and approvers.

§4.5 Provide all reporting features, including but not limited to, standard reports and ad hoc reports created through tools accessible and useable by the Department and Customers. The Contractor shall ensure that such reports can be created by the Department and Customers without specialized knowledge of report programming.

We will provide standard and ad hoc reporting for DMS and DMS customers, discussed at **Question 3C**.

§4.6 Provide the Department's Contract Manager with access to all information pertaining to all purchase orders and contracts with Customers, including but not limited to, staffing requests, assigned Contingent Staff, and invoices. Customers shall have access to all information pertaining to the Customer's purchase orders and contracts, including but not limited to, staffing requests, assigned Contingent Staff, and invoices. Invoice information accessible by the Department and Customers must include Pay Rate, Mark-Up Rate, and Bill Rate amounts; Mark- Up Rate amounts must include a breakout of Statutory Rate amounts.

We have responded to this request in-line at [Question 1.C](#).

§4.7 The MS shall keep the Customers updated on the status of the order and facilitate communication between all parties involved in the process. The MS shall utilize standard email applications to notify Customers when a task is required or has been completed. For example, a requesting manager must be notified when their requisition has been issued and when the Subcontractors have submitted resumes through the MS. The internal clock in the MS shall timestamp all activities and provide reports accordingly. The MS shall be a "collaborative ecommerce" platform that allows Customers to communication and collaboration through one central platform.

We have responded to this request in-line at [Question 1.D](#).

§4.8 The MS shall be a workflow-based application delivered in a Software as a Service (SaaS) model and accessed via the internet utilizing a standard browser; therefore, the user need not be in the office to complete required tasks. The MS shall be configured specifically for each state agency customer utilizing business rules, user roles, and internal routing. The MS shall be an extensive application configuration tool that allows new users, vendors, and job information to be added or updated easily.

We have responded to this request in-line at [Question 1.E](#).

SOW §4.9 In addition to the above requirements, the MS shall:

4.9.1 Reduce costs and improve efficiency for Customers by automating the Contingent Staffing process through:

a. Providing a single point of contact

CAI serves as single POC for all temporary staff requisitions for administrative, industrial, and medical resources. This enables "one stop shopping" for DMS customers, at best-available prices.

b. Consolidating and standardizing the Contingent Staff procurement processes

All parties will use the MSP management system as a common repository of information on requirements, staffing, labor, and invoices. Implementing a standard workflow used by dozens of DMS customers and hundreds of staffing firms creates enormous efficiencies for all parties.

c. Providing automated order entry and distribution, candidate submittal, response, and order fulfillment

The MSP management system provides full automation of the workflow.

d. Replacing paper-intensive, manually-managed processes

The MSP management system eliminates paper. Documents requiring an ink signature are scanned and stored within the system. Many/most clients use DocuSign. All approvals (requisitions, timesheets, etc.) are electronic and occur within the MSP management system. In addition, DMS customers can use the mobile app for approvals, if desired.

e. Replacing fax, email, and telephone order distribution

Information flow occurs within the MSP management system. It serves as the system of record and contains all data points related to the requisition, candidates, and subsequent work.

f. Addressing the unique requirements for industrial Customers

We understand the logistics of supplying industrial temporary staff. This includes special license requirements, tools appropriate for the trade, safety training, and other specialized requirements. We will use the MSP management system to create standard templates/dashboards for similar types of labor.

g. Providing a process to quickly fill positions

We have proposed KPIs to measure our speed to respond with qualified candidates (**Question 3.C**). We have proposed a standard four-day response, similar to the incumbent's SLA. We have also proposed a two-day response for emergency requisitions. The vendors in our network are familiar with working with an MSP and the fast-paced nature of such a program and are able to provide qualified resources in a short period of time.

h. Providing visibility into weekly and daily resource loading schedules and the ability to adjust the schedules

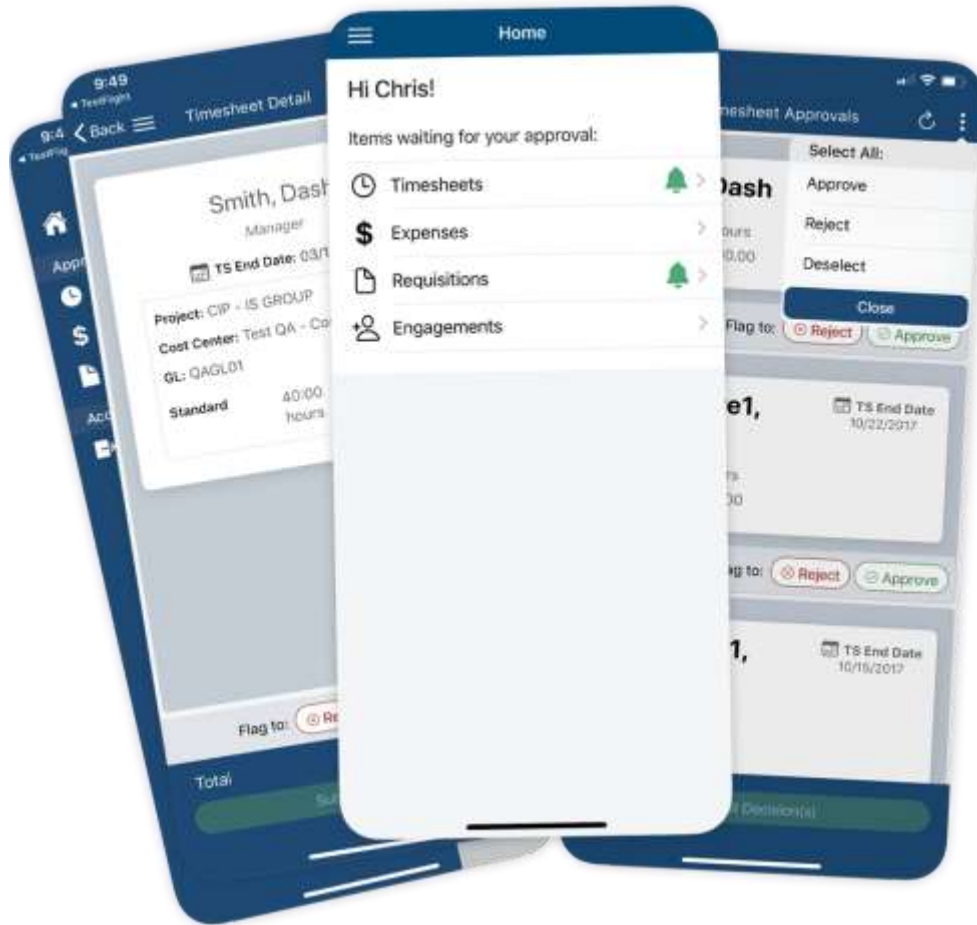
The MSP management system provides visibility into current, approved staffing. It provides visibility at the aggregate level and allows the DMS customer to see at what point assignments (and funding) are ending. It generates alerts to enable the DMS customer to plan for the assignment's end, extend it, or obtain additional/different staff.

Based on the position, we can configure the timesheet to require specific start/end times, breaks, and other non-billable time. This helps enforce business rules, such as required breaks based on hours worked. Please note: our clients use their own workforce management system (WMS) software for daily/weekly scheduling. In cases where the client wishes to use its WMS software for timesheet approvals, we can import data from the WMS in the MSP management system.

i. Providing mobile apps for Customers

Note: requirement 4.9.1.i was removed in Q&A. The narrative below responds to the original requirement for a mobile app. The functionality is available as a value-add, if DMS wishes to allow it.

DMS customers can use the mobile app for approving requisitions, timesheets, and (if relevant) expenses. The image below shows multiple functions available via the mobile app.



j. Accommodating multiple and varying work schedules

The MSP program provides DMS customers with access to temporary administrative, industrial, and medical staff across the state, able to accommodate multiple and varying schedules. The agency should describe special shifts or scheduling constraints when setting up the requirement, i.e., prior to release to the vendor community. For example, agencies may require janitorial positions for non-business hours. During the summer, many agricultural positions start in the early morning to complete the assigned tasks prior to afternoon heat.

k. Flagging Contingent Staff that require special review

We will flag candidates for special review, as needed. For example, many interviews are occurring via Zoom during the pandemic. Candidates with hearing disabilities frequently have trouble with audio-only interviews and rely on video for lip-reading. In this scenario, we would request a video interview. Similarly, we have proposed coordinating some assignments with RESPECT of Florida, which provides employment opportunities for Floridians with significant special needs (**Question 3.D**).

l. Providing additional information on applicants to assist hiring managers with evaluations

The MSP management system is a comprehensive repository of temporary staffing information. We provide the information in a structured format to enable DMS customers to quickly evaluate candidates.

The system also enables us to provide attachments for additional unstructured information, such as a portfolio of work products or links to websites profiling their work.

m. Tracking the history of all Contingent Staff assignments at Customer locations

The MSP management system is the system of record for the contract, including requisitions, candidates, and work delivered, i.e., labor hours. DMS has full access to this work history; DMS customers have access based on work performed for their agency.

n. Providing collaborative features that reduce “telephone tag.”

The MSP program is fully automated, accessible via web browser and mobile device. Having all parties use a common workflow tool reduces telephone tag.

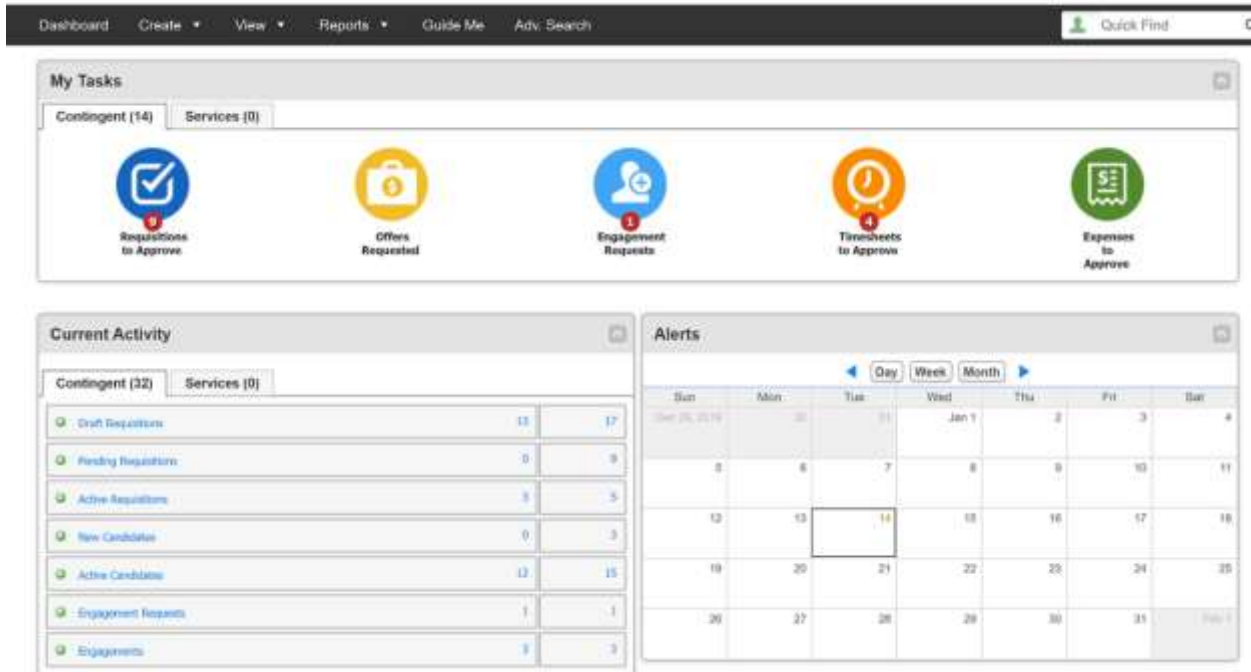
4.9.2 Streamline the approval and billing process using:

a. Pre-established routing for approvals

We will establish the approval process during contract transition (**Question 3.D**). This includes agency-specific approvals, as needed (**Question 3.A**).

b. Desktop action list, email notification

The MSP management solution has a dashboard for the hiring manager, i.e., the DMS customer, with direct links to actionable items. The image below shows a sample dashboard. The “Current Activity” quadrant shows all items awaiting action, i.e., requisitions in various stages, candidates in process, etc. The “Alerts” tab is a calendar view of current alerts, frequently related to positions that are scheduled to end. In terms of workflow, each step requiring an action is accompanied by an email notification that includes a direct link to the page in the MSP management system where the hiring manager can take the needed action.



c. Automatic approval back-ups for manager absences

We will establish configuration rules during transition, including business rules for adding agency users and their role within the agency. Within an agency, we can establish multiple primary approvers for each engagement. In this scenario, all are notified weekly of timesheets awaiting their approval; any one of them can then approve the timesheet. Alternately, the individual approver can update his/her profile at any point to designate another individual as backup.

In either case, the MSP management system will automatically notify designated approvers of timesheets awaiting action. In addition, our back office monitors weekly timesheets to identify those still awaiting approvals and will alert others in the agency if additional action is needed.

d. Tracking of Customer expenditures.

We provide multiple reports on funding and PO utilization (**Question 3.c**), including expenditures across agencies. DMS has access to all information; DMS customers have access to information relevant to their own agency.

4.9.3 Automate time and expense capture and approval by:

a. Eliminating paper-intensive time capture

As noted, the MSP management system eliminates paper. Contingent staff enter their time using PCs or mobile devices. In addition, their employer has proxy authority to enter time on behalf of the individual. This is sometimes helpful for contingent staff who perform manual labor; they may prefer to report hours verbally to their employer, who in turn will perform data entry into the MSP management system.

b. Reducing audit requirements of the time capture and invoice process

The MSP management system provides timestamps on all transactions, including time entry, approvals, and any adjustments to time. DMS and authorized stakeholders have full access to the system to audit time and invoices.

c. Providing statewide reporting, including transactional, financial, and performance metrics

We will provide statewide reporting to DMS and agency-specific reporting to DMS customers. Detailed discussion appears at **Question 3.c**.

d. Providing usage data immediately after payroll

As noted, the MSP program is an enterprise ecommerce system impacting agencies and vendors across the state. We closely track weekly timesheets and approvals; generate invoices in a cycle approved by the client (weekly, monthly, etc.); track payments on a daily basis; and pay vendors within seven business days of receiving payment. DMS will have full insight into these data points, including the pay rates printed on the invoices (**Question 1.C**, SOW §4.6).

Q. Remaining Current/Continuous Improvement

Describe the capacity of your company to keep the service offerings current and ensure that latest standards and technology for staffing services.

Please note this section contains trade secrets/confidential information subject to redaction.

Our MSP service is comprehensive. It is a business model encompassing both industry best practices for temporary staffing and an ecommerce platform that enables us to execute and follow them. The narrative below presents factors that address both process and software.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]

- [Redacted]
- [Redacted]

Legislative Mandates

We also remain current on industry trends and legislative mandates that affect our services. This includes mandated changes to minimum wage and/or health and welfare benefits (§22). CAI will perform due diligence throughout the contract to follow legislative and other mandates.

In preparing this proposal, we have evaluated the impact of mandatory changes to Florida’s minimum wage. The RFP established maximum pay rates for the 187 positions utilizing wage data published by the DEO Bureau of Workforce Statistics and Economic Research. The RFP utilizes the Entry Wage⁵ and Experienced Wage⁶ for each category; DMS has chosen to utilize the “Florida – Statewide” wage rates in RFP Attachment C – Cost Proposal. We evaluated the Statewide wage rates compared to the wages cited for various locations across the state, i.e., we scrutinized wage rates for Tallahassee, wage rates for various other locations, and the “Florida-Statewide” wage rate included in the RFP. We are confident of our ability to provide labor within this ceiling.

Florida’s minimum wage is subject to change annually. As per Florida Statutes §448.10, DEO is responsible for evaluating Florida’s minimum wage annually, using the Federal Consumer Price Index (CPI) for Urban Earners and Clerical Workers in the southern region as an underlying metric and calculating an adjusted minimum wage if necessary. We will evaluate this annually to determine potential impact on contract pay rates and confer with DMS if it appears to engender changes in STC pricing.

In addition to these CPI-based reviews, the State of Florida has amended its constitution to increase minimum wage by \$1 per year through 2026. This will impact numerous job titles over the life of the contract. Based on our evaluation, we have identified the impact on entry-level pay rates through 2026, summarized in the accompanying table. We will

Job Titles Impacted by New Minimum Wage

Date	Minimum Wage	Level 1	Level 2	Total
9/30/21	\$10.00	0	7	7
9/30/22	\$11.00	7	16	23
9/30/23	\$12.00	7	7	14
9/30/24	\$13.00	4	19	23
9/30/25	\$14.00	5	10	15
9/30/26	\$15.00	5	12	17
		28	71	99

⁵ The average (mean) wage earned by the lowest third of all workers in a given occupation (DEO).

⁶ The average (mean) wage earned by the upper two-thirds of all workers in a given occupation (DEO).



confirm this analysis with DMS during contract negotiations and its impact on the job titles impacted each September 30.

We will also use the MSP management system to identify in-progress engagements impacted by changes to minimum wage. For example, contingent staff on assignment in certain job categories will receive a mandated wage increase on September 30 each year. We will coordinate with the various agencies for current staffing and arrange adjustments to account for the new bill rates. This also involves coordinating with vendors to ensure all are aware of the new pay scale and applying it appropriately to their staff. The accompanying table shows the job titles impacted on September 30, 2021. Any engaged candidates working one of these positions will need to be paid the new minimum wage.

Job Titles Impacted on Sept. 30, 2021

Job Title	DEO Entry Level (2019)	Minimum Wage (2021)
Level 2		
Administrative		
Cashiers	\$ 9.24	\$ 10.00
Industrial		
Food Preparation Workers	\$ 9.73	\$ 10.00
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$ 9.68	\$ 10.00
Maids and Housekeeping Cleaners	\$ 9.64	\$ 10.00
Laundry and Dry-Cleaning Workers	\$ 9.51	\$ 10.00
Medical		
Home Health and Personal Care Aides	\$ 9.98	\$ 10.00
Crematory Operators and Personal Care and Service Workers, All Other	\$ 9.12	\$ 10.00

Changes in Scope

In bidding, we have followed the job titles and job title classifications (§20) presented in the RFP. Over the life of the contract, stakeholders may wish to add additional job titles to the STC, as described at SOW §19, cited immediately below.

SOW §19 Job Title Adjustments

The Contractor may add or remove Job Titles, subject to the approval of the Department. Requests to add Job Titles must be supported by Customer needs, as demonstrated to and verified by the Department. Added Job Titles must appear on the most recent Wage Estimates published by DEO, which is available at <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/occupational-employment-statistics-and-wages>.

We will collaborate with DMS to assess potential savings to the State and DMS customers that might accrue in specific categories.



[DEO Data on IT Positions](#)

As noted in the **Experience and Personnel** proposal, our historical focus for contingent staffing is IT resources. The DEO wage estimates include 17 job titles related to Computer and Mathematical Occupations, listed in the accompanying table. Only two of these are included in RFP *Attachment C – Cost Proposal*. We will be happy to include the other job titles within scope of work for the STC, if desired. Please also refer to related discussion of STC *80101507-SA-19-1 Information Technology Staff Augmentation Services* immediately below.

OCC CODE	OCCUPATIONAL TITLE
15-0000	Computer and Mathematical Occupations
15-1211	Computer Systems Analysts
15-1212	Information Security Analysts
15-1221	Computer and Information Research Scientists
15-1231	Computer Network Support Specialists
15-1232	Computer User Support Specialists
15-1241	Computer Network Architects
15-1244	Network and Computer Systems Administrators
15-1245	Database Administrators and Architects
15-1251	Computer Programmers
15-1256	Software Developers and Software Quality Assurance Analysts and Testers
15-1257	Web Developers and Digital Interface Designers
15-1299	Computer Occupations, All Other
15-2011	Actuaries
15-2021	Mathematicians
15-2031	Operations Research Analysts
15-2041	Statisticians
15-2098	Data Scientists and Mathematical Science Occupations, All Other

[Current IT Staff Augmentation STC](#)

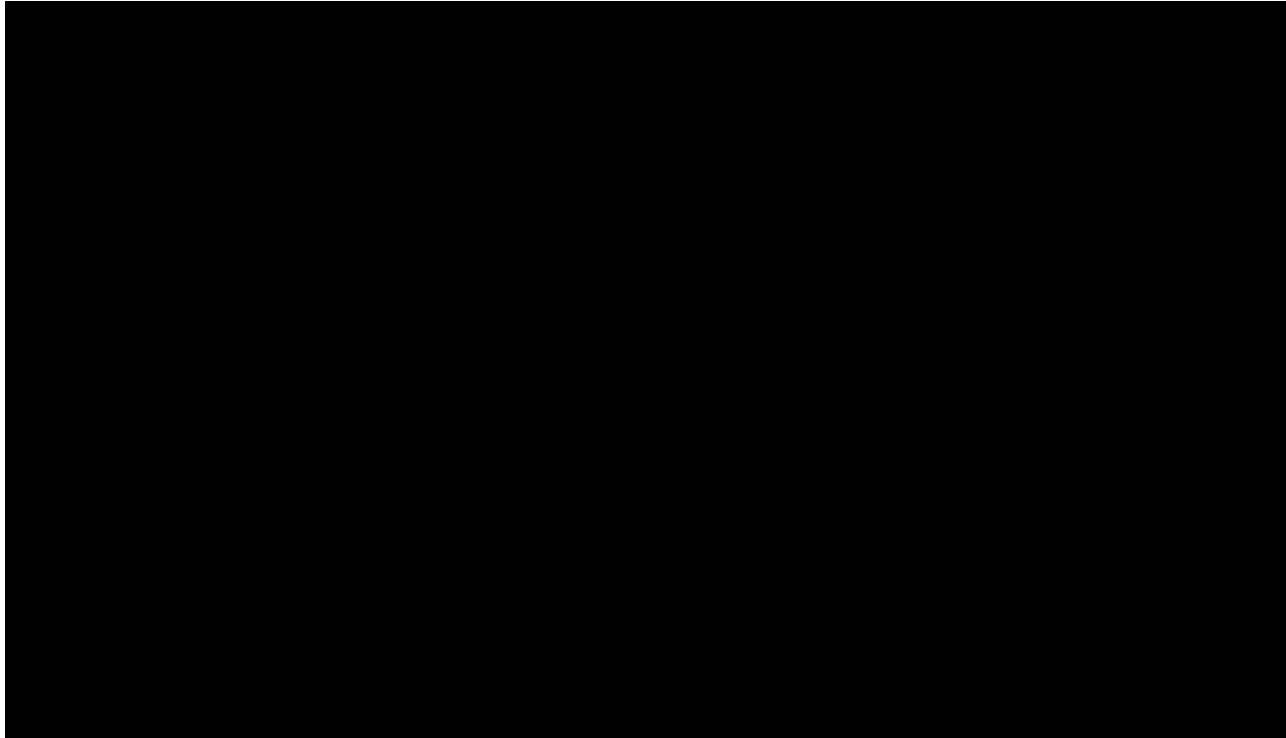
DMS has a separate STC for IT contingent staffing, *80101507-SA-19-1 Information Technology Staff Augmentation Services*. We are one of the 242 vendors listed on it and have successfully qualified for it and its predecessor contracts for more than 10 years. The current IT staff augmentation STC is the designated contract vehicle for IT staff augmentation through 8/31/2022. As defined by DMS:

This state term contract [80101507-SA-19-1] is for hourly information technology staff augmentation services (i.e., non-project-oriented information technology personnel resources); this contract is not for information technology project services, fixed-price agreements, or any services requiring authorization for payment of milestone tasks.

The IT staff augmentation STC contains 284 discrete job titles, i.e., they are significantly more stratified than the 17 job titles available from DEO. We will be happy to identify industry-neutral wage rates for these job titles for potential inclusion in the STC for administrative, industrial, and medical contingent staff, if appropriate.

[REDACTED]

[REDACTED]



⁸ *A Review of the Commonwealth's Strategic Sourcing Initiative in Procuring Goods and Services*, report to the Legislative Budget and Finance Committee, May 2008

2. Quality

A. Customer Satisfaction

Describe your company's customer satisfaction feedback mechanisms.

We measure client satisfaction at the candidate level, allowing the hiring manager to directly comment on the work done by the temporary staff, and at the MSP level, allowing DMS and its customers to comment on CAI's performance. We measure these based on the results of surveys completed within the MSP management system. As a quality metric, we also recommend a separate KPI (**Question 3.C**) to measure distribution of surveys in a timely fashion.

We use these results to improve our services continually, making recommendations and improvements as needed or through the quarterly review process. Our goal is to address issues before they arise, if possible – or at least within a timeframe that reduces risk if the customer feedback is negative.

Candidate Performance

We realize our clients are focused on mission-specific tasks. By design, the surveys are a simple electronic questionnaire allowing the hiring manager to provide input in a matter of minutes. The survey requests feedback on a scale of 1-5 in the following areas:

- Candidate/Client Relationship
- Candidate's Productivity
- Candidate's Quality of Work
- Candidate's Technical Capability
- Candidate's Overall Performance

It also allows text input for managers who want to provide additional comments.

Our standard schedule is to configure the MSP management system to distribute surveys 10 days after the candidate begins working. It generates these as email alerts with an embedded link to the survey itself. This allows the hiring manager to complete the survey with a minimal number of clicks. In cases of poor/unsatisfactory feedback, we contact the hiring manager to discuss the issue and potential remediation, including replacing the candidate. Our intention is to proactively address issues before they escalate.

We compile the results as part of monthly and quarterly management reports. For contingent staff who remain on the assignment for longer than six months, we also periodically generate surveys based on their hiring anniversary.

CAI Performance

We measure client satisfaction on a quarterly basis by surveying agencies participating in the MSP program. We will develop the survey instrument for the STC in collaboration with DMS. For the STC, we recommend assessing satisfaction with:

- MSP Program (general)
- MSP Workflow
- MSP Management System
- Integration with MFMP, if applicable

- Candidate Pool
- CAI as MSP Service Provider (general)
- CAI Management

We can discuss additional criteria as part of transition. We recommend that surveys be a maximum of eight questions, available for assessment with minimum clicks.

B. Current Performance

What is your company's current overall satisfaction rating? What program(s) does your company have in place to improve its overall performance?

For candidate performance, our overall satisfaction rating is 4.11 on a scale of 1-5, based on 6,842 responses. For CAI performance, our overall satisfaction rating is 8.6 on a scale of 1-10.

In terms of improving performance, we use SLA metrics (**Question 2.E**, below) and extended KPIs (**Question 3.C**) to evaluate trends and to home in on issues that affect performance. We follow continuous improvement (**Question 1.Q**), including leveraging our experience resolving challenging assignments (**Question 1.J**).

C. Escalation Process

Describe your company's problem escalation process.

AS MSP, we serve the State as first POC for all issues associated with temporary administrative, industrial, and medical staff (\$10), including interfacing directly with the hundreds of vendors we anticipate will register to participate in the program. We are responsible for resolving issues related to individual performance of contingent workers as well as our process of supplying contingent workers to DMS customers. The accompanying graphic summarizes the escalation process.



Proposed staffing appears in the **Experience and Personnel Proposal**. We will establish and publicize a formal call chain during transition, including backup contacts. DMS customers will normally first contact their assigned contract manager or their backup, then escalate up the chain as needed. We resolve the vast majority of issues at the first level, i.e., directly with the contract manager. We will inform DMS of any issues that escalate beyond the contract manager. Individuals are named in the **Experience and Personnel Proposal**; we will provide contact information as part of transition.

D. Complaints

How are customer complaints measured and categorized? What processes are in place to know that a problem has been resolved?

We manage and report complaints and other issues and monitor them through final resolution. We categorize and resolve them as shown in the table below.

TYPE OF COMPLAINT	PROCESS DESCRIPTION
Contingent Staff	These pertain directly to the individual(s) and their on-the-job performance. Most are resolved immediately by directing the staff or replacing them; most are resolved directly with the agency, i.e., without escalation.
Process/Workflow	Clients may have issues with the requisition process or workflow associated with obtaining staff quickly. Resolution may involve clarifying or explaining the workflow, i.e., the client may have misunderstood the process. With DMS permission, we may also implement process changes to enhance workflow.
Software	These are issues related to the MSP management system itself. Resolution may involve configuration changes, such as updating information on the client or vendor within the software. If the issue represents an error in the software, we escalate to the IT staff responsible for the software, e.g., VectorVMS. As noted above, we also sit on the VectorVMS CAB and participate actively in suggesting improvements to the VMS software.
Contract	Complaints about the contract will normally require discussion with DMS.
Subcontractor	CAI is responsible for subcontractor management, i.e., DMS customers do not normally interface with subcontractors. However, when complaints occur, CAI works with the vendor to resolve the issue. In our experience, these may involve employment issues on behalf of the contingent staff. Where relevant, we can work with the individual involved to find an alternate employer while also retaining him/her in the assignment.

E. Service Levels

Describe how your company will measure and comply with the performance metrics for deliverables, in accordance with Section 23, Service Level Agreements and Financial Consequences, of the SOW?

We use the MSP management system as the primary source of information for monitoring and reporting SLA compliance. The narrative below responds to the SLA components of SOW §23.

We have also proposed numerous additional KPIs, which are a critical component of our quality management. When evaluating this question, please refer to extended discussion of KPIs and SLA reporting at [Question 3.C](#).



SOW §23 Service Level Agreements and Financial Consequences

The deliverables and associated performance standards for the Contract are outlined in the table below. Financial consequences will apply when the Contractor fails to meet the performance standards of the Contract deliverables, in accordance with section 287.058, F.S.

The State reserves the right to withhold payment or implement other appropriate remedies, such as Contract termination or nonrenewal, when the Contractor has failed to comply with these provisions of the Contract. The Contractor and the Department agree that these financial consequences for non-performance are an estimate of damages which are difficult to ascertain and are not penalties.

We acknowledge the requirement. Discussion of each SLA component appears below.

23.1 Financial consequences will be assessed for each individual failure and will apply to each target period beginning with the first full month or quarter of the Contractor’s performance, as applicable, and each and every month or quarter thereafter.

	<i>Deliverable Name</i>	<i>Performance Metric</i>	<i>Performance Due Date</i>	<i>Financial Consequence for Non-Performance</i>
1	<i>Quarterly Sales Report</i>	<i>Submitted timely with the required information, in accordance with Section 23.1</i>	<i>On or before the 30th calendar day after the close of the State’s fiscal</i>	<i>\$250 per calendar day late</i>
2	<i>Service Level Agreement Report</i>	<i>Submitted timely with the required information, in accordance with Section 23.2</i>	<i>On or before the 15th calendar day after the close of each month</i>	<i>\$250 per calendar day late</i>
3	<i>MFMP Transaction Fee Reports</i>	<i>Submitted timely, in accordance with Section 23.3, Rule 60A-1.031(2), F.A.C., and paragraph 3.7 of Contract Exhibit B, Special Contract Conditions</i>	<i>On or before the 15th calendar day after the close of each month</i>	<i>\$100 per calendar day late</i>
4	<i>Access to the Management System (MS)</i>	<i>98% uptime and network availability (number of hours MS was available ÷ number of hours expected availability, excluding scheduled downtimes), in accordance with Section 4.1</i>	<i>Calculated monthly</i>	<i>\$500 per percentage point rounded to the next whole percentage point (with fractions rounded down to the next whole point) per</i>
5	<i>Staff Performance</i>	<i>Maximum turnover rate of 8% (number of position turnovers due to inadequate performance, as determined by the Customers ÷ total number of positions filled), in accordance with Section 3.1</i>	<i>Calculated monthly</i>	<i>\$500 per month the metric is not met</i>

We will provide monthly and quarterly reports, also discussed at [Question 3.C](#). This narrative responds to the specific SLA components.

- **Quarterly Sales Report (§24.1)**
Our standard report includes all of the following:
 - ✓ Number of agencies
 - ✓ Headcount by category, e.g., administrative, industrial, and medical
 - ✓ Number of new requirements in the quarter
 - ✓ Number of new engagements
 - ✓ Total spend, with graphical breakdown by quarter and by agency
- **SLA Report (§24.2)**
We will report on timely completion and submission of monthly SLA reports.
- **MFMP Transaction Fee Reports (§24.3)**
We will provide a copy of the MFMP-generated receipt for this transaction.
- **Access to the Management System**
We will report uptime to the MSP management system. As noted above, average uptime for 2020 was 99.98%.
- **Staff Performance**
We will report this as Performance Removal. We propose an additional KPI (**Question 3.C**) to measure additional unplanned turnover; also refer to related discussion at **Question 1.M**.

23.2 All financial consequences shall be paid via check or money order in U.S. Dollars, made out to the Department of Management Services, within thirty (30) calendar days after the required performance due date indicated in the table above.

We will notate the SLA deficiency in the monthly report and remit payment within 30 calendar days, as required.

Additional Customer-specific financial consequences may be set forth in the Customer's contract or purchase order. The Customer may collect financial consequences by reducing payments to the Contractor or by requiring payment via check or money order in U.S. Dollars, made out to the Customer, within thirty (30) calendar days after the Contractor's failure to perform or comply.

As per the RFP, DMS customers may choose to impose additional financial consequences beyond those defined in the STC. In cases where we feel the potential penalty may prevent us from filling the requisition, we will escalate the issue to DMS.

F. Multi-Site Administration

How does your company create and manage service levels across all locations?

We provide contingent staff across multiple states using the model presented in this proposal. It involves a core team on-site in the state's capital, with centralized support from our MSP practice, located in Harrisburg, PA. For example, our team in Richmond, VA, is first POC for the MSP program in Virginia, which is used by 38 county, city, and education entities across the state in addition to 85 agencies based in Richmond.

It is the same model we propose for the STC. The Tallahassee-based team serves as first POC for requests across the state. They will utilize the MSP management system as a centralized ecommerce site for communications with all parties, including DMS customers and our vendor network. They will also utilize email, telephone calls, and web interviews (**Question 1.Q**) for additional communication as



needed. In addition, we anticipate the team may occasionally meet on-site in Tallahassee with DMS customers.

We also note our supplier community is located across the state (**Question 4.A**), precisely to enable us to provide on-site support in all 67 counties. We will utilize the same toolset to communicate with these suppliers in order to meet contract objectives for placing temporary administrative, industrial, and medical staff.

G. Service Guarantees

What service guarantees will your company offer Customers?

We will meet RFP requirements and respond to requisitions as described in this proposal. We are committed to meeting the SLAs presented in the contract. We have also proposed significant additional KPIs (**Question 3.C**) as part of standard contract management. We will use them to monitor our performance and execute continuous improvement (**Question 1.Q**) for the life of the contract.

3. Administration

A. Contract Workflow

We have addressed the components of this requirement separately as **Questions A1** and **A2**, below. We will utilize CAI staff for administering, managing, and overseeing the STC (§12.6).

A1. Workflow Steps

Describe your company’s normal order processing procedures from point of customer contact through delivery and billing.

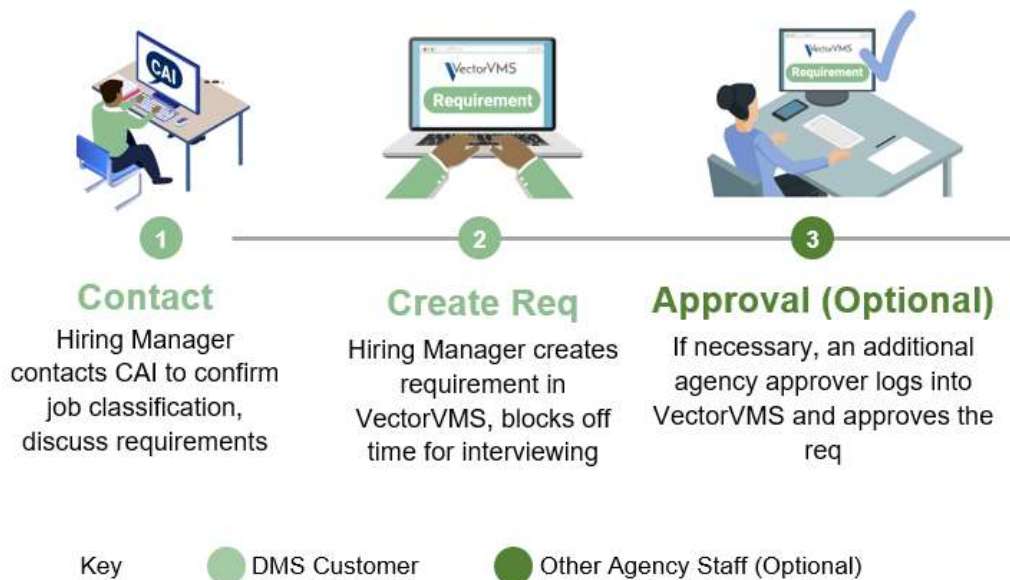
The MSP program deploys an integrated ecommerce model that provides easy access to contingent labor. A full diagram of the entire process appears at **Question 1.D**. This narrative describes each step in the process. We will be happy to demo the functionality via webinar, if desired.

CAI is responsible for the full cycle of obtaining staff (§3.1), confirming their competencies (§3.2), completing screen activity (**Question 1.G**), and preparing them for their assignment (**Questions 1.N**).

DMS Customer Prepares Requisition

These steps pertain to opening and completing a requisition, summarized in the image below. We will use this as a model for finalizing workflow in collaboration with DMS. Narrative for each step follows the diagram.

Preparing the Requisition



1. Initiate Contact

Hiring manager contacts CAI to confirm job classification, discuss requirements.

The DMS customer can contact CAI to discuss the upcoming requisition prior to submitting it, if desired. In some cases, this involves interactive discussion on the most appropriate job classification, especially when multiple classifications may be suitable for the work at hand. We can advise the DMS customer on how to create a clear and complete job description and point to any relevant templates within the MSP management system.

In cases where this is an emergency requisition or unusual conditions apply, we may notify the subcontractor community of an upcoming urgent requisition to enable them to prepare to respond ([Question 1.J](#)).

2. Create Requisition

Hiring manager creates requirement in VectorVMS, blocks of time for interviewing.

The DMS customer is responsible for creating the requisition. The MSP management system guides them in creating the requisition with a sequential series of screens. The band shown in the image below appears across these screens so they can easily see their progress in completing all required components of the requisition.



During transition, we will load the MSP management system with all particulars relevant to the STC. We will configure it using standard job titles, job descriptions, skillsets, templates, and other means of structuring the information to facilitate the requisition process for the DMS customer. This will result in consistent presentation of information on candidates, discussed below.

We recommend interviewing candidates, wherever possible; this is an important quality step for evaluating soft skills that may be needed in the position. We also recommend conducting these interviews via Zoom, Google Meet, or a similar meeting tool ([Question 1.Q](#)).

The DMS customer should also block off time for these future interviews.

3. Obtain Approval (Optional)

An additional agency approver logs into VectorVMS and approves the requisition.

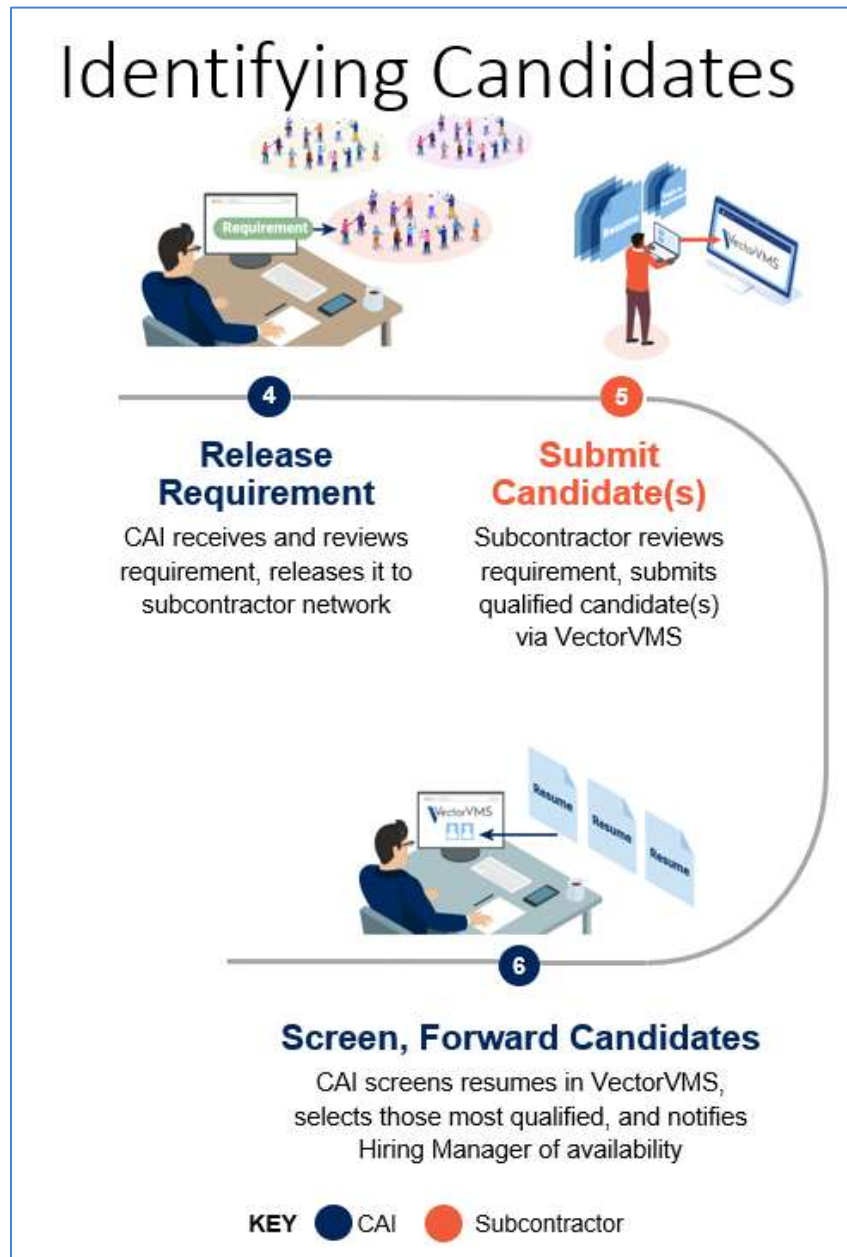
Many agencies require an additional approval for staffing requisitions. We will configure the MSP management system to support this, based on agency requirements, i.e., the process will differ based on the DMS customer.

In addition, agencies will need to obtain PO approval. This occurs in external systems, e.g., MFMP, FLAIR, and/or other systems used by the agency. We recommend that agencies obtain an approved PO prior to completing the requisition. From experience, we have learned that agencies may be

disappointed to interview a candidate, face a delay in obtaining PO approval, and subsequently find the candidate has taken another position elsewhere.

CAI Presents Qualified Candidates

These steps pertain to identifying and presenting qualified candidates for the open requisition. The diagram below shows steps in the process, followed by task narrative. All tasks are performed by CAI and the vendor network.



4. Release Requirement

CAI receives and reviews requirements, releases it to subcontractor network.

When the DMS customer completes the requisition, the MSP management system notifies CAI. We will review it immediately. If we identify ambiguity, we may confer with the hiring manager for clarification. In most cases, we release it to the subcontractor network within hours of receipt. The requisition goes to the entire community of enrolled vendors (§3.6), based on the work location and type of labor. For example, a firm that only supports South Florida locations will not receive a requisition for Tallahassee; a firm that only supplies medical personnel will not receive a requisition for industrial positions. Please refer discussion at [Question 4.A](#) on how we manage the vendor network.

5. Submit Candidates

Subcontractor reviews requirements, submits qualified candidate(s) via VectorVMS.

Subcontractors are responsible for evaluating their workforce, determining availability for the specific position, and providing candidate details in the MSP management system. The software guides the subcontractor in uploading the information, including responding to the specific requirements of the requisition. We also require vendors to use identical templates when creating resumes. This enables reviewers, including the DMS customer, to evaluate multiple resumes all structured in the same format.

The subcontractor also uploads required attachments, including copies of required documents, such as Florida drivers' license or professional license/certification, based on the requisition. This includes the RTR letter from the individual candidate.

6. Screen, Forward Candidates

CAI screens resumes, selects those most qualified, and notifies hiring manager of availability.

CAI is responsible for evaluating submissions from the vendor community and selecting the most-qualified candidates for DMS customer review. This is an important aspect of our MSP program. As an example, in 2020 we received 95,466 candidate resumes for 2,525 positions, an average of 39 applicants per requisition. We use the MSP management system as a critical tool for rapidly evaluating large volumes of information on contingent staff. It is both an enterprise repository of information on the labor pool and a tool with functions to help us quickly evaluate and screen candidates. For example, VectorVMS calculates a composite score for each candidate based on how closely their skills and experience match the requisition. If candidates exactly meet the experience level for each listed skill, their composite score is 100%. The score decreases if the candidate fails to meet the experience levels for one or more skills and increases if the candidate exceeds them. VectorVMS also has multiple screens for comparing large numbers of candidates. These allow us to filter and rank candidates based on required/desired skills, composite scores, configured rates, global skills, previous employment indicators, and other screening indicators discussed at Step 7.

We confirm the candidate's ability to serve in the specific job. This may involve email/text exchanges, phone calls, or web interviews, depending on the circumstances. We will identify the top candidates and forward them for consideration by the DMS customer. The number of forwarded resumes varies based on the position, the urgency, and the contract. For example, most clients request three to five resumes. One of our North Carolina agencies requests that we forward all candidates and simply flag the top five. This agency in turn generally interviews the top five but desires leeway to interview additional candidates when desired.

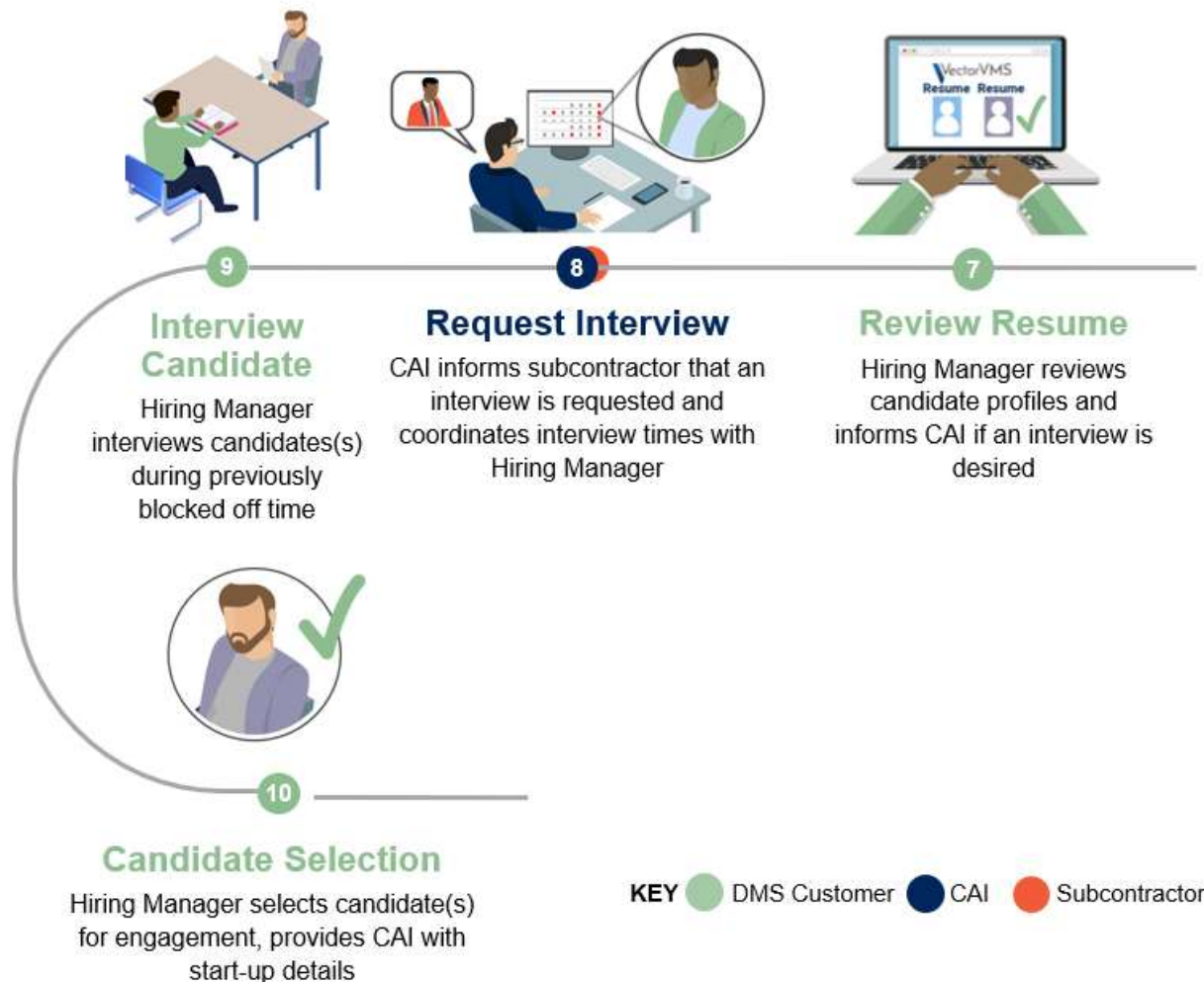
We will also flag any candidates that require special review or accommodation (**Question 1.P**).

We normally forward candidate information/resumes within four days. For emergency requests or unusual situations, we may forward them within two days. We will confirm logistics with DMS in setting up the workflow for the new STC.

DMS Customer Selects Candidate

The hiring manager (DMS customer) can review the candidate information online, interview candidates via multiple media, and make a final selection, summarized in the graphic below. The subsequent narrative describes each step in the process.

Selecting Best Candidate



7. Review Resumes

Hiring manager reviews candidate profiles, informs CAI if an interview is desired.

CAI provides candidates based on the contract and requisition. For most positions, this entails providing between three and five candidates for a position, described above. The hiring manager can review the information online via web browser or mobile phone. VectorVMS also provides a set of screens allowing side-by-side comparison of multiple candidates, which provides a high-level summary of how candidates compare in multiple criteria, such as skillsets, pay rate, etc.

Clients occasionally enter requisitions for multiple positions. For example, an agency might need a number of *Data Entry Keyers* for a specific project or multiple *Helpers, Construction Trades, All Other* to help recover from a hurricane. In this example, the requisition represents multiple actual positions. In this scenario, we might forward significantly more than five candidates. VMSVector has a “Deployable Rating” function to allow managers to rank candidates on a scale of 1 (worst) to 10 (best). For reviewing a very large number of candidates, we encourage the hiring manager to use it to score candidates based on their subjective judgment and use this as a means of filtering candidates based on the subjective ranking. They can then easily see candidates that they have scored at a certain level.

After reviewing the candidate profiles, the DMS customer selects one or more for interviews. As noted earlier, these can be via telephone or video. Clients may wish to conduct an interview at the agency location, such as when they wish to discuss specific equipment or machinery. The DMS customer can indicate logistics for the interview(s) within VectorVMS. As noted earlier, the DMS customer blocked off time slots for interviews when creating the requisition.

8. Request Interview

CAI informs subcontractor, coordinates interview times.

We will coordinate with the subcontractor and the selected staff to schedule interviews. We record these in VectorVMS, which also generates calendar notifications to all parties. The notifications contain embedded information for updating the individual Outlook, Exchange, or other calendar.

9. Interview Candidates

Hiring manager interviews candidate(s) during previously blocked-off time.

The DMS customer conducts interviews to discuss their work history and any other questions on their ability to complete the assignment (§5). As noted earlier, we strongly recommend that clients interview potential contingent staff; our experience is that the interviews result in higher client satisfaction. In some cases, such as emergency requisitions, clients may forgo the interview and make decisions based on the candidate’s resume and availability.

10. Candidate Selection

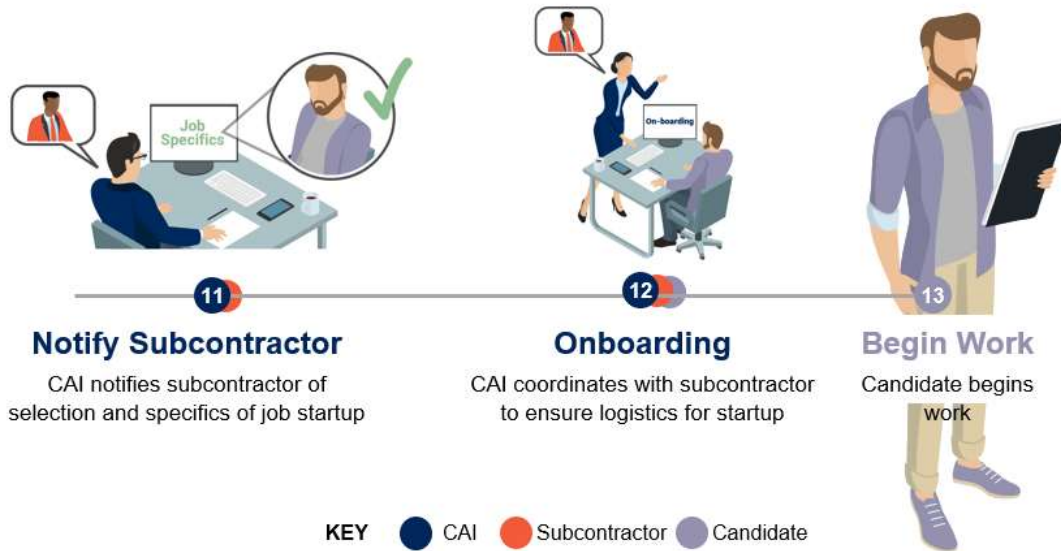
Hiring manager selects candidate(s) for engagement, provides CAI with engagement details.

After completing interviews, the DMS customer selects one or more candidates in VectorVMS. This generates an alert to CAI to follow through with the candidate and coordinate logistics for job startup, described below.

Candidate Begins Work

These steps describe the process that starts with candidate selection. CAI will coordinate all logistics related to startup.

Starting the Job



11. Notify Subcontractor

CAI notifies subcontractor of selection and specifics of job startup.

CAI will notify the subcontractor that candidate has been selected and provide specifics on logistics for beginning the assignment. This includes confirming the start date for the assignment and managing any onboarding activities, discussed immediately below.

12. Onboarding

CAI coordinates with subcontractor to ensure logistics for startup.

CAI will coordinate logistics for tasks related to starting the candidate on the job. This includes standard background checks ([Question 1.G](#)) and other compliance items ([Question 1.N](#)). This can include standard forms that agencies require of contractors, such as non-disclosure agreements, systems access documents, and other forms historically maintained in paper copy. We store all documentation in the MSP repository, and the DMS customer has direct access to it. As a quality control, we also track expiration dates on compliance documentation and proactively prompt subcontractors and their staff to renew them as needed.

CAI will also remind the individual of any requirements related to clothing, e.g., hard hat, safety vest, etc., required for the position. This includes equipment, in cases where candidates are required to bring their own equipment to the job site.

13. Begin Work

Candidate begins work.

The candidate will report for work at the location required, with all onboarding materials completed.

Additional Administrative Tasks

This section describes tasks that occur after the candidate begins work.

Contingent Staff Administrative Tasks

We are responsible for multiple administrative tasks relevant to the contingent staff, including:

- **Staff Monitoring**
Contingent staff work under direct supervision by the DMS customer, i.e., performing designated tasks as directed by the hiring manager. CAI monitors this discretely. On the first day of the assignment, we query the hiring manager to confirm the assignment is proceeding as planned. At the end of the second week, i.e., after 10 business days, we generate a survey asking for feedback on the individual On Day 10. Details of the survey appear at [Question 2.A](#).
- **Performance Reviews**
CAI and the individual's employer are responsible for performance reviews of the individual (§3.7). We are also responsible for any disciplinary actions (§3.1), potentially including replacement, discussed immediately below. In cases where the individual has a job-related illness or injury, they will report it to their employer and CAI; we will inform the DMS customer within 24 hours of receiving the report (§3.12).
- **Timesheets**
On a weekly basis, we monitor timesheets to ensure that all contingent staff have entered time for the preceding work period. The process is fully automated, discussed at [Question 1.P](#). When we detect missing time, we issue alerts to staff; we also alert DMS customers in cases where time has not yet been approved.
- **Misclassified Work Assignment**
Clients occasionally enter requisitions for a job title, engage the temporary resource, then realize they needed a different type of resource for the task. For example, they may open a requisition for *Bookkeeping, Accounting, and Auditing Clerks* and subsequently determine they needed someone classified as *Accountants and Auditors*, i.e., they needed a full-fledged accountant instead of an accounting clerk. They might request the individual to perform tasks appropriate for the job title. In this event, we will inform DMS in writing within one business day and await instructions on how to proceed (§21).
- **End of Assignment**
At the end of the assignment, CAI will ensure the individual returns any items owned by the DMS customer, e.g., ID badges, keys, etc. We are also responsible for replacement costs if these items are not returned within five working days (§15).



Termination/Replacement

In some cases, the contingent staff do not meet the client’s expectations. In cases where the individual fails to follow directions; fails to adhere to safety, security, or fire regulations; or otherwise demonstrates they are not qualified to perform the work required, we will work closely with the DMS customer to replace him/her as quickly as possible (§15). CAI is responsible for costs associated with replacing the individual, e.g., training time, background checks, etc. Similarly, if the individual leaves prior to completing the assignment, i.e., resigns, CAI will work closely with the DMS customer to replace him/her at no additional cost.

Our deliverable for MSP services consists of labor, i.e., time expended. In cases where the individual may have entered incorrect data into an agency database, we will work with the agency to correct/restore the data as needed (§25).

Invoicing

We will develop an invoice schedule during transition and follow it for the life of the contract. We will ensure that invoices contain details sufficient for pre-audit and post-audit reviews (§3.15).

A2. Additional Information

Additionally, please provide the following:

- i. In what formats does your company accept orders for Contingent Staff (e.g., telephone, ecommerce, etc.)?*
- ii. Please state if your company uses a single system or platform for all phases of ordering, processing, delivery, and billing.*

We will use the MSP management system for all aspects of the workflow, described throughout this proposal. This is an enterprise ecommerce system available to DMS and its customers across the state via web browser or smart phone. We will utilize telephone or video calls to exchange verbal information, but all data (and associated decisions) is maintained in the MSP repository. This includes electronic copies of documentation, such as the results of background screenings, professional licenses, and other information specific to the contingent staff.

The MSP management system is the single platform for all phases of ordering, processing, delivery, and billing. During transition, we will collaborate with DMS to define workflow integration with MFMP or other systems. This may include punchout or other integration, described immediately below.

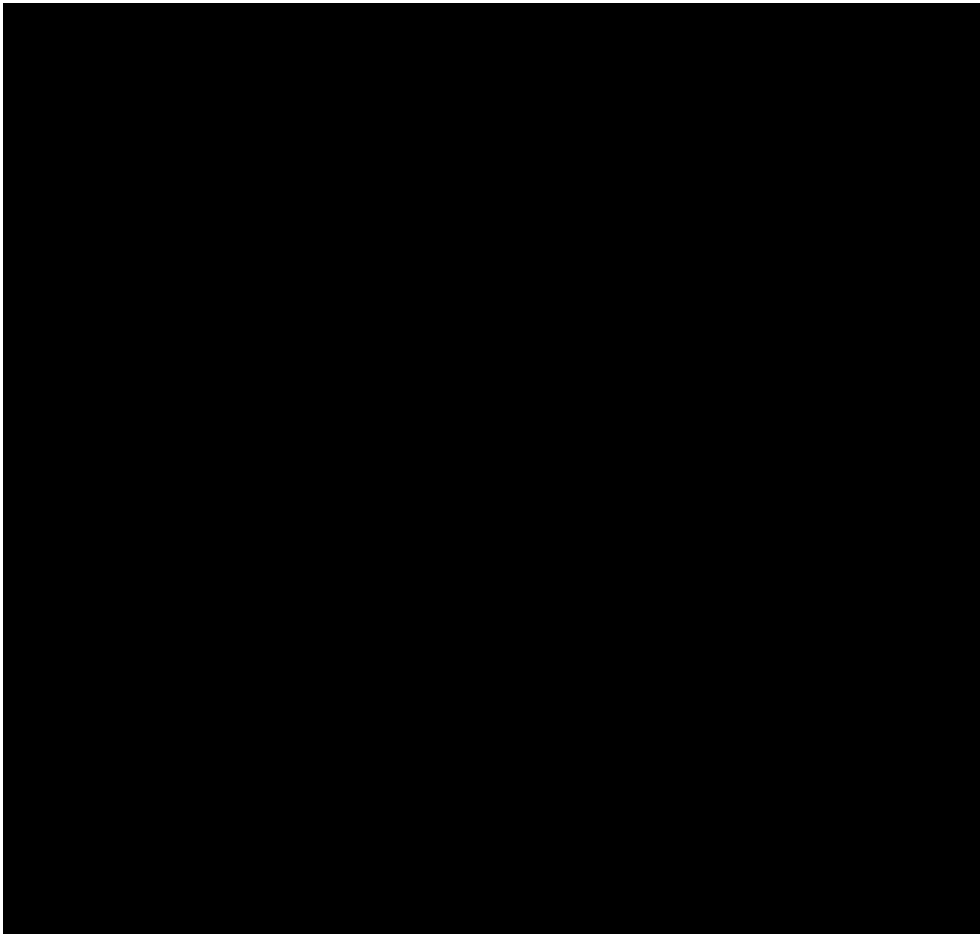
B. Ecommerce Capability

Describe your company’s ecommerce capabilities:

- i. Include details about your company’s ability to create punch out sites and accept orders electronically.*

Please note this section contains trade secrets/confidential information subject to redaction.

[Redacted content]



[Redacted text block]

- [Redacted list item]

[Redacted text block]

- [Redacted list item]

[Redacted]

- [Redacted]

[Redacted]

[Redacted]

- [Redacted]

ii. Provide detail on where your company has integrated with a public agency's enterprise resource planning (ERP) system(s) in the past and include details about the resources in place to support these integrations. List, by ERP provider, the following information: name of public agency, ERP system used, "go live" date, net sales per calendar year since "go live," and percentage of agency sales being processed through this connection.

For most of our clients, business integration occurs in the form of configuring the MSP management system to provide the data points needed to support the client-specific workflow. Configuration activity pertains to loading the system with the job titles, agencies, rate cards, and other data relevant to the contract. We have also automated this integration for the clients below:

- [Redacted]

- [Redacted]

[Redacted]

CAI will utilize its own staff and technical support resources from VectorVMS to complete any automation required by DMS.

C. SLA and Other Management Reporting

Describe the capacity of your company to meet the reporting requirements outlined in Section 23, Reporting Requirements, of the SOW, including but not limited to, how your company will report quarterly sales under the Contract by Job Title and Customer on a Statewide scale.

Please note this section contains trade secrets/confidential information subject to redaction.

We are committed to providing full transparency into the procurement process. The MSP management system contains more than 1,800 discrete data points, which we use for standard and ad hoc reporting. DMS will have full access to all data; DMS customers will have access to data related to their specific organization. We responded to SLA metrics (SOW §23) at **Question 2.E**; this narrative provides a comprehensive discussion of management reporting and BI. We have also used this section to present additional suggested KPIs.

Standard Reporting

CAI is responsible for both pre-formatted and ad hoc reporting (§24). On a monthly basis, we will create a standard slide deck of SLA and KPI reports. For months representing end of quarter, we will provide both prior-month reports and summary reports for the full quarter. We described specific components at **Question 2.E** above; we will resolve the layout and specific contents during transition.

We will also provide the required diversity report (§24.4), on an annual basis or more frequently if desired. See discussion on diverse businesses, below.

The core VectorVMS module has 115 standard reports, summarized in the accompanying table. During transition, we will work with DMS and its customers to identify the most appropriate reports to schedule for specific parties. The reports cover the full span of activity related to contingent labor, including status information on requisitions, agency spend, analytics on job titles, etc. We will schedule them based on DMS/agency requirements.

Many reports contain both representative data and summary graphics. The sections below depict some of those we believe are most relevant to DMS and its customers.

These examples are generated using configuration information relevant to the Commonwealth of Virginia; please note we have modified the content to prevent disclosing information on specific individuals or vendors.

Standard VectorVMS Reports

Type	Reports
Requisitions	12
Candidates	21
Engagements	16
Time, Expenses, Financial	25
Management & Compliance	19
Services Procurement	7
Configuration Data	12
Privacy Notice	3
Totals	115

Statewide Overview

We anticipate DMS users will want the Client Overview report. It is a high-level view of the STC contract across all DMS customers, locations, requisitions, and vendors, summarized in the accompanying image.

Manager Dashboard

The Manager Dashboard report provides summary statistics on all engagements and open requisitions. It also provides analytics data on the engagements, timesheets for all engagements, and the status of open and pending requisitions. The bottom half of the dashboard shows vendor utilization in filling the engagements.

Client Overview

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Invoice(s) Between: -

OVERALL	Total Spend	Workers This Period
	\$17,000,559	781

Top Vendors				Top Managers			
Top 10 Vendors	Engagements	Total Spend	Percent of Total Spend	Top 10 Managers	Engagements	Total Spend	Percent of Total Spend
Central Support Vendor	67	\$925,527	5%	McDougal, Sam	84	\$1,401,057	8%
Randolph Macon Staffing, Inc.	57	\$848,752	5%	Johnson, Mike	57	\$1,039,971	6%
XMP Experts LLC	42	\$818,992	5%	Anderson, John	46	\$644,151	4%
Anderson Temp Staffing	54	\$593,611	3%	Hamilton, Alex	21	\$462,582	3%
International Consulting	38	\$519,410	3%	Patel, Rajesh	17	\$448,884	3%
RMI Staffing Assistance and Solutions, Inc.	19	\$490,021	3%	Johnson, Jim	26	\$357,877	2%
On-Call Support, Inc.	17	\$478,068	3%	Patterson, Kim	21	\$303,999	2%
ABC of Richmond, LLC	32	\$414,771	2%	Peterson, Daniel	10	\$295,003	2%
Impact Makers of Virginia, Inc.	18	\$372,538	2%	McElvoy, Ann	16	\$238,372	1%
Kamm Consulting	26	\$324,284	2%	Ramirez, Pablo	13	\$221,136	1%
Total Top 10 Vendors	370	\$6,786,873	34%	Total Top 10 Managers	311	\$6,413,026	32%
(all other Vendors)	800	\$11,214,586	66%	(all other Managers)	859	\$11,587,534	68%

Top Requisition Classes				Top Locations			
Top 6 Req Classes	Engagements	Total Spend	Percent of Total Spend	Top 6 Locations	Engagements	Total Spend	Percent of Total Spend
Region 1-Virginia	976	\$13,353,227	79%	Virginia (Region 1)	1,070	\$15,446,047	91%
Req Class	165	\$3,328,643	20%	Central Region	57	\$905,953	5%
Region 2-Northern Virginia	26	\$316,452	2%	Chesterfield	26	\$400,195	2%
SOW Resource	1	\$1,838	0%	Northern VA (Region 2)	11	\$110,807	1%
Mission Critical	2	\$399	0%	City of Richmond	2	\$63,790	0%
Total Top 6 Req Classes	1,170	\$17,000,668	100%	Suffolk	1	\$27,714	0%
(all other Req Classes)	0	\$0	0%	Hampton Roads Region	1	\$22,203	0%
				Hanover	1	\$22,012	0%

Manager Dashboard

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Manager(s): AllManagers

Vendor(s): AllVendors

Dashboard Statistics					
Total Active Engt Count		Total Approved Spend		Total Requisition Count	
765		\$184,339,371		24	

Engagement Length by Weeks		Timesheet Count by Status		Requisition Count by Status	
< 4 weeks	0 0.00%	Submitted	102 0.17%	Interviews occurring	1 4.17%
4 - 26 weeks	107 13.99%	Approved	58,329 99.40%	Open	20 83.33%
26 - 52 weeks	121 15.82%	Rejected	166 0.28%	Pending approval	3 12.50%
> 52 weeks	537 70.20%				

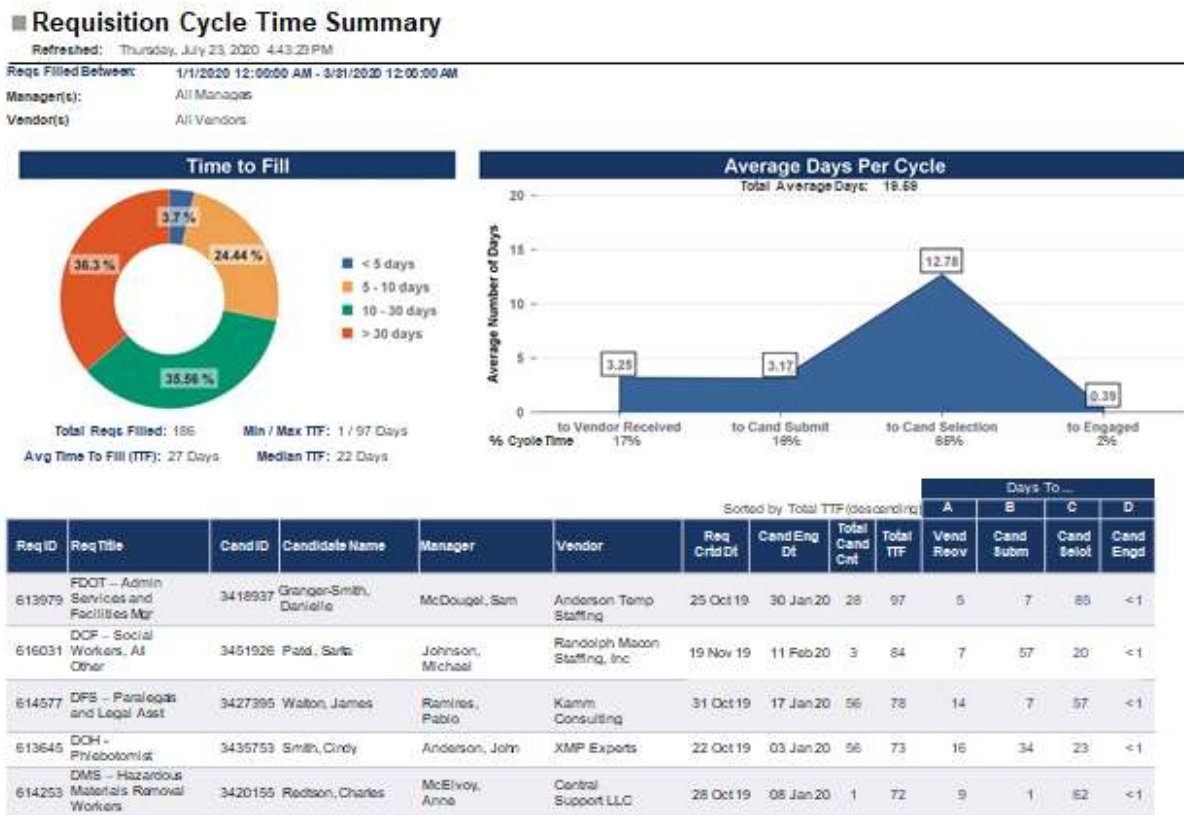
Top 10 Spend by Vendor

Top 12 Engagement by Vendor

Top 10 Current Engagement Spend by Vendor			Top 12 Current Engagement Count by Vendor		
Central Support Vendor	\$11,237,560	6.10%	Randolph Macon	43	5.62%
Randolph Macon	\$8,910,176	4.83%	Anderson Temps, LLC	41	5.36%
Anderson Temps, LLC	\$8,767,611	4.76%	RMI Staffing Assistance and Solutions	33	4.31%
XMP Experts	\$6,710,754	3.64%	Central Support Vendor	27	3.53%

Requisition Time Cycle Summary

This report provides analytics on the requisition process. Among other things, it shows time-to-fill (TTF) metrics that measure the process from start to finish and average days per cycle. The latter example shows the duration from when the hiring manager first begins creating a requisition to finalizing it (3.25 days); time for CAI to respond with qualified candidates (3.17 days); time for the hiring manager to review resumes and determine interviews (12.28 days); and time to select (“engage”) the candidate (.39 days). This particular graphic is derived from production data in Virginia, representing 186 requisitions for the quarter in question.



Other Frequently Used Reports

Other popular reports include:

- PO Audit Report**
 This shows hours and dollars left on the PO, compared to hours and dollars within the MSP management system. It uses color coding to highlight engagements where there is an imbalance between hours/dollars on the requisitions and hours/dollars on the PO. This enables the hiring manager to adjust the PO in a timely fashion.
- Candidate Compliance Items**
 This lists candidates and the various documents/certifications required for their engagement.

- **Overtime Timesheets Report**
This shows candidates with overtime hours on their timesheet for a given reporting period.
- **Vendor Documentation Report**
Many of our contracts have documentation requirements specific for disadvantaged business enterprise (DBE) firms. This report tracks the expiration date of certifications on file and enables us to proactively contact vendors to obtain renewal certificates. Requirements vary by state; please see Florida-specific discussion on DBE suppliers at [Question 4.A](#).

Ad Hoc Reporting

We will provide DMS and its customers with direct access to ad hoc reporting, if desired. Authorized users can take advantage of advanced editing capabilities to create reports and/or create new versions of existing reports (“clones”). They can create a report directly from any Summary page within VectorVMS. For instance, they might see a summary page listing all of their engaged resources. Using this baseline data, they can add/remove columns, then quickly export this summary into an Excel spreadsheet. As noted earlier, their access to specific data elements is based on their role: DMS has access to all data, and DMS customers have access to their own agency’s data.

Upon request, we will also provide ad hoc reports, data extracts, or other requested information relevant to the STC within five business days of request ([§24.5](#)).

SLA Metrics, Other Key Performance Indicators

We fully accept the five SLA components presented with the RFP ([Question 2.E](#)). We also follow MSP industry best practices in measuring all aspects of our service, and we have recommended multiple additional KPIs. This section of the proposal outlines the various metrics we propose to use for measuring our performance.

[Redacted content]

Contingent Staff Quality

[Redacted]

- **Performance Removal (SLA 5)**
This measures incidents where the DMS customer requests a replacement person due to poor performance.
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

Process Metrics

[Redacted]

- **Access to the MSP Management System (SLA 4)**
This measures uptime of the MSP management system.
- [Redacted]
- [Redacted]
- [Redacted]

Management Reporting

These items measure CAI's completion of various forms of management reporting.

- **(Monthly) SLA Report (SLA 2)**
This measures completion and distribution of monthly reports to DMS and DMS customers.
- **(Monthly) MFMP Transaction Fee Reports (SLA 3)**
This measures completion of the monthly transaction fee in MFMP.
- **Quarterly Sales Report (SLA 1)**
This measures submission of the Quarterly Sales Report, described at [Question 2.E](#).
- **(Quarterly) MFMP Sales Report**
This measures completion of the quarterly sales spreadsheet in MFMP, currently submitted via email to DMS.

[Redacted content]

Business Communications

We are committed to providing full transparency to DMS and to DMS customers throughout the life of the contract. This includes delivery of the reporting capabilities described above. This narrative describes formal communication protocol.

Quarterly Business Review

We also schedule a quarterly briefing ([§27](#)), which we can conduct on-site at DMS or via teleconference, based on the status of the pandemic. At a minimum, we will cover the following topics:

- Successful completion of deliverables
- Review of CAI performance

- Review of SLA/KPI reports
- Any issues elevated by CAI or DMS customers
- Continuous improvement discussion for lowering costs and improving efficiency

DMS Customer Communications

As noted above, we also provide monthly SLA reports to DMS customers. We will also schedule meetings with DMS customers to review the STC and performance relative to the specific agency, as needed.

Routine Communications

During transition, we will define points of contact for DMS and CAI (**Question 2.C**). If this changes during the life of the contact, we will inform the DMS-designated contract manager via email, U.S. mail, or telephone (§26).

D. Additional Required Information

We included this additional heading as part of proposal section **3. Administration** to respond to SOW requirements not addressed elsewhere. Our intention is to ensure the State that we have fully evaluated the RFP, understand the context of the STC, and have carefully considered how our MSP solution will support DMS and its customers.

Administrative Tasks

Payroll/Benefits

CAI is responsible for providing resources as described in this proposal including, via flowdown (**Question 4.A**), ensuring that subcontractors are following RFP requirements. This includes following Federal, state, and local requirements on minimum wage and payroll/unemployment taxes (§3.14) as well as any mandated health/welfare benefits (§22), e.g., ACA-mandated health benefits (§3.13). For a markup contract, the flowdown also includes payroll verification clauses.

As discussed at **Question 1.Q**, we will also confer with DMS when mandates change over the life of the contract.

Contract Pricing

This subsection addresses requirements related to contract pricing.

- **Markup Rate**
During transition, we will configure the MSP management system using the pricing presented in this proposal, including any modifications that may occur as part of contract negotiations. These remain fixed for the duration of the contract unless they are modified via formal contract amendment (§16).
- **Adjustments to Markup Rate**
Per the RFP (§17), markup rate adjustments may occur with DMS approval and only at 12-month intervals. All parties acknowledge that minimum wage changes will affect the *Pay Rate, Entry* category for numerous positions (**Question 1.Q**); Q&A modified the terms of the RFP (§18, §22)

to allow for any updates required by law. We will coordinate these adjustments with DMS and obtain approval in a timely fashion.

We will also collaborate with DMS customers to ensure they are aware of mandated pricing changes and work with them to synchronize requisitions aligned with these known changes to specific job titles each year.

Finally, on an annual basis we will affirm that pricing complies with the preferred pricing clause of the contract ([Exhibit B §3.2.2](#)).

- **Price Decreases**

As per the RFP ([Exhibit B, §3.2](#)), pricing may conceivably decline over the life of the contract. On an annual basis, we will confirm that DMS and its customers are receiving preferred pricing, discussed above. We will confer with DMS as needed over the life of the contract; we do not envision additional discounts at this time.

End of Contract

These tasks pertain to contract closeout.

- **Contract Transition**

At the end of the contract, we will collaborate with DMS and other designated parties, i.e., a subsequent vendor, to coordinate a seamless transfer of responsibilities ([§28](#)). This includes extracting information from the MSP management system for DMS use in preparing an RFP and providing electronic information to the designated party. This occurs at no expense to DMS.

- **Record Retention**

The MSP management system is the source of record for numerous transactions related to contingent labor for administrative, industrial, and medical staffing. We will retain documentation related to the contract, including transaction data related to requisitions and timesheets, for a minimum of five years after the end of the contract ([Exhibit B, §8.3](#)). The retention period may be longer than five years, based on changes to the General Records Schedules maintained by the Florida Department of State. We will obtain formal retention requirements as part of exiting the contract.

Implementation Plan

This section of the proposal discusses issues related to the implementation and summarizes major implementation tasks. We will develop a work breakdown structure (WBS) in collaboration with DMS and use it to manage the transition. Our standard implementation plan is five weeks in duration. We may require additional time for agency-specific integration, based on requirements. The narrative below outlines tasks occurring over a five-week time period.

Based on the status of the pandemic, meetings may occur in Tallahassee or virtually using Microsoft Teams, Zoom, or another video conference tool.

Planning Tasks

The RFP presents May 11, 2021, as anticipated Notice of Intent to Award, then June 1, 2021, as Anticipated Contract Start Date. Some of these planning tasks may occur during that timeframe; others may occur after Contract Start Date, depending on DMS.

- **Contract Negotiations**
 This includes any tasks related to negotiating terms and conditions and supplying documents to DMS, such as our Certifications of Insurance ([Exhibit B, §7.3](#)).
- **Kickoff Planning**
 We will coordinate points of contact and general logistics; we will specifically schedule the first week of activities, discussed below.

Week 1

These are major tasks for Week 1.

- **Discovery Meetings**
 Over a period of two days, we propose to meet interactively with DMS to discuss business issues that impact the MSP configuration. These are usually a series of meetings approximately 1.5 hours in duration. We will develop agendas and take minutes of all sessions, including action items.

 Topics include all of the following, leveraging material presented in this proposal and other material we will bring to the meeting. We may demo certain workflows in a test environment of the MSP management system.
 - ✓ Implementation approach, including:
 - WBS
 - Project management work products
 - ✓ Requisition workflow
 - Order process
 - PO process
 - Approval process(es)
 - ✓ Onboarding requirements, for example:
 - Background checks
 - Non-disclosure agreements (NDAs)
 - ✓ Business configuration
 - Rate cards
 - Requirement/Job classes
 - Users and cost centers
 - Business rules
 - ✓ Agency requirements
 - Identify major agencies expected to use the STC
 - Identify any potential early adopters as potential beta users (see below)
 - Billing requirements and invoicing
 - Other agency-specific requirements
 - ✓ Vendor management
 - ACS subcontractors, if any
 - Preferred providers, if relevant; see discussion at [Question 4.A](#)
 - ✓ Discuss training requirements
 - Agencies

- Vendors
- Candidates
- ✓ Other
 - Review reporting requirements
 - Review MSP management system site configuration
- ✓ Next Steps Review
- **Incumbent Resources**

In most MSP implementations, our client wishes us to transition both incumbent suppliers and seated resources, i.e., contingent staff currently supporting agencies across the state. This does not appear to be the case with the expired ACS, but we have retained the task as a placeholder.

Assuming the State wishes vendors/candidates to transition, we will coordinate with DMS and the agencies to identify the specific firms and contingent resources.
- **Week 2 Planning**

We will want to schedule presentations with targeted agencies and, if relevant, targeted suppliers. This will occur in Week 2.

Week 2

These are major tasks for Week 2.

- **MSP Management System Configuration**

We will begin configuring VectorVMS and the other systems, based on decisions made during Week 1.
- **Draft Presentations, Announcements**

We have existing material to use for presentations and announcements. We will present this to DMS for approval and wording changes, based on Week 1 decisions. Work items include all of the following:

 - ✓ Announcement to agencies, with invitation
 - ✓ Announcement to vendors, with meeting invitation(s)
 - ✓ Training announcements
 - ✓ MSP one-pager, other marketing material
 - ✓ Web portal for the STC
- **Initial Announcements**

Based on approved text, we will distribute announcements and meeting invitations to targeted agencies and to the vendor community. This includes vendors included in our proposal; targeted ACS vendors; and any vendors who wish to enroll to support the new STC.
- **Contract Presentations**

We will finalize the content for presentations to agencies and vendors.

Week 3

These are major tasks for Week 3.

- **Complete VectorVMS Configuration**
We will finalize the VectorVMS configuration in a demo environment and present it to DMS for approval. This includes a demo/walkthrough of functionality.
- **Transition Resources**
We will finalize logistics for transitioning any seated contingent resources from their current contract to the STC, if relevant. This includes finalizing enrollment for their employers and determining the transition date for the individual candidates.
- **Agency Presentations**
We will prepare and present material targeted at DMS customers and how to use the new STC. These are brief presentations about the STC and how to use it. We will announce scheduled training sessions for Week 5.
- **Vendor Presentations**
We will prepare and present material for providers. Among other things, we will leverage the public-facing components of the MSP management system; provide instructions on enrollment and assist with the enrollment process; and conduct training sessions, discussed below as a Week 5 task.

Week 4

Major tasks include all of the following:

- **Contract Reporting**
Finalize process and metrics for monthly and quarterly reporting, discussed at [Question 3.C](#). This includes both DMS reporting and agency reporting.
- **Set up Production MSP Management System**
We will update the production environment of VectorVMS, including loading approved configuration data from the demo environment. We will also configure Compliance Manager for agency-specific onboarding requirements.

Note: at this point, the production environment is available for transition resources (if any) and for early adopters. In our experience, some agencies with known/frequent requirements may wish to use the system on its earliest available date.
- **Finalize Training Material**
We will finalize all training material, for use during the training sessions in Week 5 (below).
- **Transition Resources**
We have retained this task as a placeholder, for any seated resources transitioning to the new STC. By this point in the transition, we must have signed agreements with their employers, and we will need to provide timesheet training to the individual resources.

Week 5

Major tasks include all of the following:

- **Production Activation**
We will send login notifications and distribute training materials to the agency representatives and to enrolled vendors.
- **Agency Training**
We will prepare and present material targeted at DMS customers and how to use the new STC. This includes real-time webinars via Microsoft Teams; one or more sessions in Tallahassee, at mutually agreeable State locations; and 24x7 access to online training guides, including Vimeo video material. Related discussion appears at [Question 1.P](#).

Major topics include:

- ✓ Navigation
 - ✓ Creating a Requirement
 - ✓ Approving a Requirement
 - ✓ Evaluating a Candidate
 - ✓ Approving Timesheets
 - ✓ Approving Expenses
 - ✓ Standard and Ad Hoc Reporting
- **Vendor Training**
We will prepare and present material for providers. Among other things, we will leverage the public-facing components of the MSP management system; provide instructions on enrollment and assist with the enrollment process; conduct real-time webinars using Microsoft Teams; and provide online training guides for vendors, relevant to their use of the MSP management system.

For VectorVMS, the main topics include:

- ✓ Navigation
- ✓ Reviewing a Requisition
- ✓ Submitting a Candidate
- ✓ Submitting Timesheets
- ✓ Submitting Expenses

Throughout the transition, we will conduct weekly status meetings, take minutes, and document action items. At the end of the transition, we will document lessons learned and present ideas for simplifying the process for agencies and other stakeholders.



4. Subcontracting

Please note this section contains trade secrets/confidential information subject to redaction.

A. Subcontractor Selection

Describe your company's Subcontractor selection strategy.

CAI is committed to fostering an open network of subcontractors screened and prequalified to support DMS and its broader community of customers across the state. Our strategy for selecting and enrolling subcontractors incorporates multiple factors, discussed below. We will present these to DMS during the implementation and obtain approval for this strategy. We take full responsibility for the work performed by subcontractors (§12.4).

Subcontractor Network

Initial Subcontractor Network

Our desire is to develop a robust statewide network of vendors, well positioned to supply temporary administrative, industrial, and medical staff across the state of Florida. We have developed an initial vendor network of 85 firms, identified in the **Experience and Personnel Proposal**. In bidding, we wished to obtain partners able to supply contingent staff in all 187 categories, cognizant that work may occur at any location across the state. We included staffing firms with whom we already have a business relationship, i.e., current subcontractors on other contracts with a presence in Florida or positioned to provide contingent staff in Florida. We also reached out to firms using our professional connections; we contacted a number of firms using OSD's Certified Vendor Directory. As noted earlier, we obtained a W-9 from each firm and a letter of commitment, which we can provide to DMS on request. We have additional credentials on file for firms with whom we have an existing relationship; we also utilized Dun & Bradstreet reports as an additional level of scrutiny for firms that are new to our MSP program.

Cognizant of DMS' mission to support diversity, we also included a number of diverse businesses. This includes 18 firms certified by OSD; we have indicated their certification in the separately submitted *Attachment E: Subcontractor* form for the vendor. The other diverse businesses include a number of Florida-based firms as well as those with external certification⁹ or self-certification. If appropriate, we will encourage the Florida-based firms to register with OSD.

The subsections below summarize the strength and breadth of this initial supplier network.

Breadth

Our primary focus is evaluating the firms' ability to supply each of the labor categories. Almost all vendors can supply one or more Administrative job titles. For Industrial and Medical positions, the vendors tend to be more specialized. The accompanying matrix summarizes the capabilities of this initial network as of proposal submission.

Vendor Network by Category

Category	Level 1	Level 2
Administrative	75	73
Industrial	49	59
Medical	N/A	59

⁹ Representative certifying agencies include the National Minority Supplier Development Council, the Women's Business Development Enterprise National Council, and the Small Business Administration.

The tables below show the specific capabilities of this network for each of the 187 job titles. The job titles are presented in RFP order.

Vendor Capabilities Summary (Table 1)

LEVEL ONE (REQUIRED) JOB TITLES	
Administrative	Firms
Administrative Services and Facilities Managers	71
Human Resources Managers	75
Training and Development Managers	72
Claims Adjusters, Examiners, and Investigators	59
Compliance Officers	65
Human Resources Specialists	75
Labor Relations Specialists	64
Compensation, Benefits, and Job Analysis Specialists	69
Training and Development Specialists	73
Market Research Analysts and Marketing Specialists	68
Accountants and Auditors	68
Property Appraisers and Assessors	56
Budget Analysts	68
Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	67
Database Administrators and Architects	73
Computer Occupations, All Other	75
Rehabilitation Counselors	50
Counselors, All Other	51
Social Workers, All Other	54
Community and Social Service Specialists, All Other	53
Paralegals and Legal Assistants	60
Legal Support Workers, All Other	58
Museum Technicians and Conservators	45
Miscellaneous First-Line Supervisors, Protective Service Workers	49
Switchboard Operators, Including Answering Service	61
Bookkeeping, Accounting, and Auditing Clerks	67
Payroll and Timekeeping Clerks	67
Customer Service Representatives	69
File Clerks	63
Library Assistants, Clerical	58
Human Resources Assistants, Except Payroll and Timekeeping	67
Receptionists and Information Clerks	68
Information and Record Clerks, All Other	64
Executive Secretaries and Executive Administrative Assistants	67
Legal Secretaries and Administrative Assistants	63
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	65
Data Entry Keyers	70
Word Processors and Typists	66
Office Clerks, General	65
Office and Administrative Support Workers, All Other	67
Laborers and Freight, Stock, and Material Movers, Hand	52

Vendor Capabilities Summary (Table 2)

LEVEL ONE (REQUIRED) JOB TITLES	
Industrial	Firms
Construction Managers	49
First-Line Supervisors of Correctional Officers	37
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	36
First-Line Supervisors of Office and Administrative Support Workers	46
Communications Equipment Operators, All Other	43
First-Line Supervisors of Farming, Fishing, and Forestry Workers	36
Helpers, Construction Trades, All Other	39
Construction and Building Inspectors	40
Maintenance and Repair Workers, General	42
Stockers and Order Fillers	42
LEVEL TWO JOB TITLES	
Administrative	Firms
Project Management Specialists and Business Operations Specialists, All Other	73
Soil and Plant Scientists	47
Zoologists and Wildlife Biologists	45
Life Scientists, All Other	49
Atmospheric and Space Scientists	47
Chemists	51
Physical Scientists, All Other	51
Sociologists	47
Life, Physical, and Social Science Technicians, All Other	50
Probation Officers and Correctional Treatment Specialists	46
Arbitrators, Mediators, and Conciliators	46
Career/Technical Education Teachers, Postsecondary	49
Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	46
Archivists	44
Curators	44
Librarians and Media Collections Specialists	49
Library Technicians	48
Educational Instruction and Library Workers, All Other	49
Graphic Designers	65
Public Relations Specialists	60
Interpreters and Translators	51
Media and Communication Workers, All Other	58
Sound Engineering Technicians	54
Cashiers	51



Vendor Capabilities Summary (Table 3)

LEVEL TWO JOB TITLES	
Industrial	Firms
Architectural and Engineering Managers	57
Architects, Except Landscape and Naval	47
Landscape Architects	43
Surveyors	40
Agricultural Engineers	43
Chemical Engineers	47
Civil Engineers	50
Engineers, All Other	59
Architectural and Civil Drafters	49
Civil Engineering Technologists and Technicians	52
Conservation Scientists	46
Geoscientists, Except Hydrologists and Geographers	42
Hydrologists	39
Anthropologists and Archeologists	38
Agricultural and Food Science Technicians	39
Chemical Technicians	37
Forensic Science Technicians	38
First-Line Supervisors of Firefighting and Prevention Workers	32
Firefighters	28
Correctional Officers and Jailers	32
Cooks, Restaurant	33
Food Preparation Workers	32
First-Line Supervisors of Housekeeping and Janitorial Workers	36
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	38
Maids and Housekeeping Cleaners	37
Landscaping and Groundskeeping Workers	34
Tree Trimmers and Pruners	31
Agricultural Inspectors	36
Agricultural Workers, All Other	33
Forest and Conservation Workers	31
First-Line Supervisors of Construction Trades and Extraction Workers	31
Construction Laborers	31
Operating Engineers and Other Construction Equipment Operators	34
Drywall and Ceiling Tile Installers	34
Electricians	39

LEVEL TWO JOB TITLES	
Industrial	Firms
Painters, Construction and Maintenance	32
Pipelayers	32
Plumbers, Pipefitters, and Steamfitters	34
Roofers	29
Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	32
Helpers--Carpenters	32
Helpers--Electricians	33
Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	31
Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	33
Helpers--Roofers	29
Hazardous Materials Removal Workers	28
Highway Maintenance Workers	34
First-Line Supervisors of Mechanics, Installers, and Repairers	40
Telecommunications Equipment Installers and Repairers, Except Line Installers	40
Electrical and Electronics Repairers, Commercial and Industrial Equipment	39
Security and Fire Alarm Systems Installers	35
Automotive Body and Related Repairers	36
Automotive Service Technicians and Mechanics	35
Mobile Heavy Equipment Mechanics, Except Engines	35
Maintenance Workers, Machinery	37
Locksmiths and Safe Repairers	32
Helpers--Installation, Maintenance, and Repair Workers	37
Welders, Cutters, Solderers, and Brazers	31
Laundry and Dry-Cleaning Workers	36
Painting, Coating, and Decorating Workers	33
Heavy and Tractor-Trailer Truck Drivers	30
Light Truck Drivers	34
Conveyor Operators and Tenders	32
Crane and Tower Operators	28
Industrial Truck and Tractor Operators	30

Vendor Capabilities Summary (Table 4)

LEVEL TWO JOB TITLES	
Medical	Firms
Medical and Health Services Managers	51
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	48
Epidemiologists	44
Medical Scientists, Except Epidemiologists	44
Physicists	42
Biological Technicians	49
Occupational Health and Safety Specialists	49
Occupational Health and Safety Technicians	50
Substance abuse, behavioral disorder, and mental health counselors	45
Healthcare Social Workers	50
Mental Health and Substance Abuse Social Workers	47
Health Education Specialists	49
Community Health Workers	49
Dentists, General	43
Dentists, All Other Specialists	41
Pharmacists	53
Physician Assistants	49
Occupational Therapists	51
Radiation Therapists	49
Respiratory Therapists	50
Therapists, All Other	48
Veterinarians	45
Registered Nurses	52
Nurse Anesthetists	48
Nurse Practitioners	49
Audiologists	47
Dental Hygienists	47
Clinical Laboratory Technologists and Technicians	54
Cardiovascular Technologists and Technicians	48
Dietetic Technicians	46
Pharmacy Technicians	59
Licensed Practical and Licensed Vocational Nurses	50
Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	50
Home Health and Personal Care Aides	48
Nursing Assistants	53
Orderlies	43
Psychiatric Aides	45
Occupational Therapy Assistants	49
Occupational Therapy Aides	49
Dental Assistants	52
Medical Assistants	56
Pharmacy Aides	50
Veterinary Assistants and Laboratory Animal Caretakers	42
Phlebotomists	48
Crematory Operators and Personal Care and Service Workers, All Other	41
Medical Secretaries and Administrative Assistants	55
Dental Laboratory Technicians	49

Geographic Coverage

We asked each firm to indicate its ability to supply contingent staff in each county. The table below shows the number of suppliers able to supply staff across the state. This includes 81 able to supply DMS customers in Leon County.

Suppliers Servicing Florida Locations

County	Seat	Subcontractors	County	Seat	Subcontractors
Alachua	Gainesville	80	Lee	Fort Myers	82
Baker	Macclenny	79	Leon	Tallahassee	81
Bay	Panama City	80	Levy	Bronson	78
Bradford	Starke	78	Liberty	Bristol	78
Brevard	Titusville	81	Madison	Madison	80
Broward	Fort Lauderdale	83	Manatee	Bradenton	82
Calhoun	Blountstown	78	Marion	Ocala	83
Charlotte	Punta Gorda	81	Martin	Stuart	79
Citrus	Inverness	79	Miami-Dade	Miami	82
Clay	Green Cove Springs	79	Monroe	Key West	80
Collier	East Naples	80	Nassau	Fernandina Beach	80
Columbia	Lake City	80	Okaloosa	Crestview	78
DeSoto	Arcadia	80	Okeechobee	Okeechobee	79
Dixie	Cross City	78	Orange	Orlando	85
Duval	Jacksonville	82	Osceola	Kissimmee	82
Escambia	Pensacola	82	Palm Beach	West Palm Beach	83
Flagler	Bunnell	79	Pasco	Dade City	78
Franklin	Apalachicola	79	Pinellas	Clearwater	80
Gadsden	Quincy	78	Polk	Bartow	78
Gilchrist	Trenton	78	Putnam	Palatka	77
Glades	Moore Haven	77	Santa Rosa	Milton	77
Gulf	Port St. Joe	79	Sarasota	Sarasota	82
Hamilton	Jasper	78	Seminole	Sanford	83
Hardee	Wauchula	76	St. Johns	St. Augustine	82
Hendry	LaBelle	76	St. Lucie	Fort Pierce	82
Hernando	Brooksville	77	Sumter	Bushnell	80
Highlands	Sebring	77	Suwannee	Live Oak	80
Hillsborough	Tampa	81	Taylor	Perry	78
Holmes	Bonifay	76	Union	Lake Butler	78
Indian River	Vero Beach	81	Volusia	DeLand	82
Jackson	Marianna	76	Wakulla	Crawfordville	77
Jefferson	Monticello	75	Walton	DeFuniak Springs	79
Lafayette	Mayo	77	Washington	Chipley	77
Lake	Tavares	79			
				Average	79



Diversity

The table below shows subcontractors, their physical offices, and their diversity status.

Diverse Business Suppliers at Proposal Submission

Subcontractor	Office Locations	Owner Certifications					
		African American	Hispanic American	Asian American	Native American	Woman Owned	Veteran
Certified by OSD							
24-7 Consulting LLC	Tallahassee					X	
5 Star Staffing Solutions	Wesley Chapel / Tampa					X	
Across Borders Management Consulting Group LLC	Lake Mary, Mount Dora					X	
ALW Sourcing LLC	Bradenton	X					
AKZAC Global, Inc.	Punta Gorda			X		X	
Beryllus Consulting and Staffing, LLC	Jacksonville	X				X	
CareersUSA	Boca Raton					X	
DAK Resources, Inc.	Jacksonville						X
Essential Staffing Agency LLC	Tallahassee, Tampa, Pensacola, Miami, Orlando, Hialeah, Port St. Lucie, Fort Lauderdale, Pembroke Pines, West Palm, Sunrise, Miami Gardens	X				X	X
GDKN Corporation	Cooper City			X			
Global Visse Inc	Tampa			X			
Hanker Systems Inc	Tampa			X		X	
iCube Consultancy Services Inc.	Jacksonville			X			
Inteletech Global Inc	Altamonte Springs			X		X	
Intelli ERP Software LLC	Lake Mary			X			
NewEra Healthcare Staffing	Port Orange						X
Nurses First Solutions LLC	Winter Park			X			
OCH Services LLC	Tequesta, West Palm Beach					X	
Self-Certified or External Certification							
Analysts International Corporation	Duluth GA; Tampa			X			
Augment HR Solution LLC	Jacksonville; Rock Tavern NY			X		X	
Avacend Inc.	Alpharetta GA			X		X	
BCT MSP LLC	Bloomfield Hills MI, Oldsmar FL					X	
BRACHIN LLC	Naples, Tallahassee, Jacksonville, Miami		X			X	X
C2rteh LLC	Houston TX				X		
Cambay Consulting LLC	Loxahatchee FL; Katy TX			X			
Career Match Solutions, LLC	Riverview FL	X					X
Charter Global, Inc.	Atlanta GA			X			
Compu-Vision Consulting Inc	North Brunswick NJ			X		X	
Cynet Systems Inc.	Tampa; Sterling VA			X			
IDC Technologies Inc.	Jacksonville			X			
Intellectual Capitol, Inc.	Taylors SC					X	
ISGF	Orlando			X			
JCCorporation	Jacksonville FL					X	
JSM Consulting Inc.	Cranbury NJ			X		X	
KBS Solutions LLC	Irving TX			X			
Minority Business Cooperative	Ocala	X				X	X
NextGen Solutions Corp	Brambleton VA			X			
RADgov Inc.	Fort Lauderdale			X		X	
TekWissen	Miami Beach						X
Universal Talent LLC	Tucker GA	X				X	
Vsys Inc.	Johns Creek GA			X			

Open Enrollment

As noted in the RFP ([Exhibit B §6.1](#)), DMS must approve in writing CAI's use of subcontractors. During transition, we will define a workflow to facilitate the process for both adding and removing vendors ([§12.5](#)); our standard process is described below. After obtaining approval for the standard contract and flowdown, we intend to allow open enrollment. Subject to DMS approval, we intend to enroll the subcontractors cited in this proposal. We also intend to reach out to vendors currently working with the incumbent MSP – and other vendors across the state. As a point of reference, when we became MSP vendor in Michigan in 2019, we transitioned 146 incumbent subcontractors over a period of four weeks; today the vendor network numbers 589 subcontractors. We are confident of our ability to successfully transition any suppliers from the expired ACS and then grow the vendor network to support administrative, industrial, and medical staff for the STC.

We will also advertise availability of the STC to vendors across the state. Our intention is to maintain a comprehensive network able to supply contingent labor in any approved category at any location across the state. By definition, we will want to maintain a broad supplier network, especially for some of the infrequently used labor categories.

Terminations

With DMS approval, we will develop policy for removing vendors from the program; publish it to the vendor community; and act on it as needed. The primary reason for inactivating a vendor is if their compliance document expires and they fail to renew it. We may actively terminate a vendor in cases where they fail to comply with state-sanctioned rules of engagement. In these cases, we obtain permission from the state client prior to removing the vendor.

In all cases, we acknowledge requirements to notify DMS within five days of any changes to the vendor network ([§12.5](#)).

Enrollment Process

In managing the MSP, we act as *de facto* agents of the State. This means our team adheres to ethical standards required of State employees ([§12.1](#)) and performs all job responsibilities in a vendor-neutral manner ([§12.2](#)). This section describes the enrollment process for subcontractors.

Supplier Information Site

We maintain a public-facing site accessible to all suppliers, similar to DMS documentation maintained for the benefit of its customers and suppliers. The site has process documentation specific to each MSP contract, including fact sheets, frequently asked questions (FAQ) documentation, and standard contract verbiage. We will develop the STC-specific components in collaboration with DMS. We anticipate they will cover the following topics:

- Fact Sheet
- Process documentation, leveraging material presented in this proposal and workflow approved by DMS during transition
- Standard contract information (see below)
- Rate card, based on the final STC contract and any DMS-approved changes

- Disadvantaged business program (if applicable), with information about certification and links to the certifying agency, e.g., OSD
- Information on the registration process, with links to the supplier portal, discussed below
- Sample templates and other work products designed to help vendors be successful in presenting candidates

CAI Requirements

CAI also has minimum standards for all subcontractors, including:

- **W-9, using the most recent IRS version**
We include a link to the IRS website. At proposal submission, the most recent version is dated October 2018.
- **Certificate of insurance (COI)**
Coverage varies by contract; we will discuss this with DMS during transition.
- **Marketing literature**
This is frequently a website or other publicly accessible information indicating the firm's mission and contact information.
- **Payroll requirements**
Subcontractors are required to affirm their compliance with state/Federal laws related to payroll, workers compensation ([Exhibit B, §7](#)), and unemployment insurance, such as those referenced at SOW §2.13. For a markup contract such as envisioned by the RFP, we also include flowdown related to payroll verification.
- **Limitations on subcontractor layering**
Most vendors have a W-2 or 1099 relationship with the candidate, i.e., they are paying the candidate and reporting wages to the IRS. In some cases, the vendor may reach out to a third party to present a specific candidate. We limit this to one layer, i.e., the vendor's subcontractor must have a W-2 or 1099 relationship with the candidate. Contract flowdown provisions apply, including payroll verification requirements. From experience, we have found that removing unnecessary layers of employment (and associated markups) is more cost effective for us and our clients.

Standard Contract Flowdown

During transition, we will develop flowdown verbiage and other requirements that become part of the standard subcontract for participating in the MSP program. It will reference the final STC by name and number and call out specific points relevant to contingent staffing, including but not limited to requirements to perform all of the following. We will confirm details during transition.

- Use E-Verify for all staff who accept a contingent staffing assignment ([§29](#))
- Comply with all applicable Federal, state, and local laws ([§22](#), [Exhibit B, §5](#)) including registration with the Florida Department of State
- Follow OSHA and other applicable regulations on physical safety ([Exhibit B, §6.5](#))

As noted at [Question 1.N](#), we will also require individual staff to acknowledge their employment status as a standard compliance.



Supplier Management Portal

We maintain a separate portal that suppliers use to maintain their representations and certifications, such as signed subcontract agreements, W-9 information, etc. This may also include contract amendments, in cases where the state client has issued an amendment to the master contract. We track any compliance information that is dated, then generate alerts for items approaching expiration. Notifications occur 30 days prior to expiration and again seven days prior to expiration. This is a quality control (QC) step that enables all parties to remain current in maintaining information on file.

Our suppliers find the single portal a convenience not only as a repository but also as a means of expanding their business from one MSP program to another.

Subcontractor Payment

We understand our role in managing a large, multi-million dollar contract for the State and our role as stewards of public sector funds. This section describes the invoicing process from the perspective of subcontractors. We acknowledge requirements for prompt payment to subcontractors (SOW §12.3).

As a convenience to suppliers, we generate their subcontract invoices based on approved timesheets within the MSP management system. We generate invoices electronically, and we pay them electronically via the Automated Clearing House (ACH) network used by American banks. Vendors have self-service access to the ERP component for the following functions:

- Update information on the firm, e.g., POC, email, etc.
- Update bank account routing information
- View invoices generated on their behalf
- Track status of payments against those invoices

We also generate a detailed account summary for each vendor on a weekly basis. We extract detailed invoice data for the vendor and its staff and email it to the vendor. The vendor in turn can import the information into its own F&A system for reconciliation.

Suppliers thus have full visibility into the timesheets of their own staff; they have full visibility into the ensuing invoices and pending payments; and they have electronic information to support F&A reconciliation.

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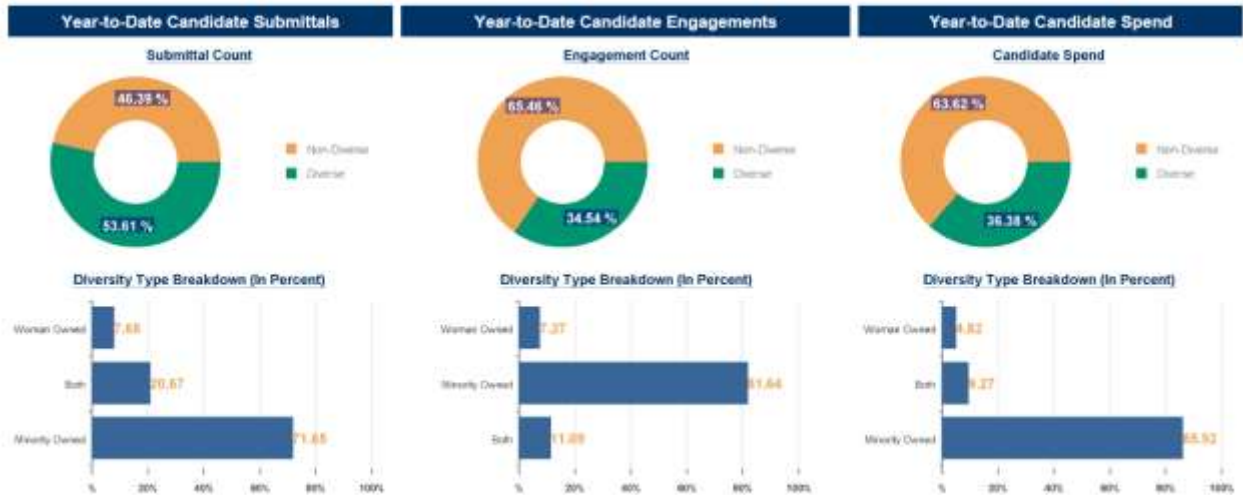
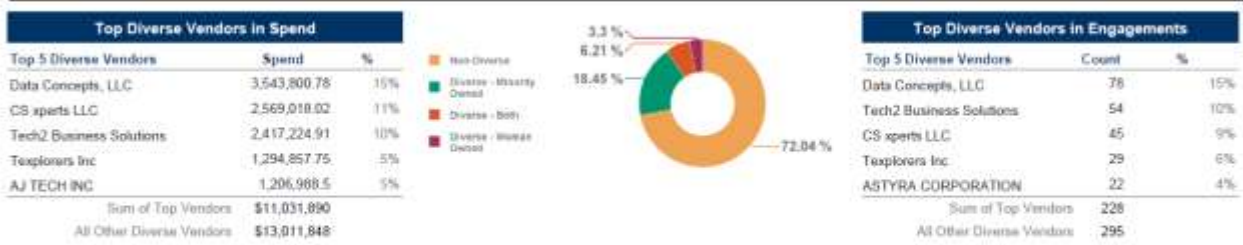
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Year-to-Date Vendor Diversity Analysis

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Subcontractor Deployment

We follow client policy in releasing requisitions to the vendor network. As with all public sector procurements, policy must be transparent and equitable for all parties. This narrative describes our proposed methodology for releasing requisitions, screening candidates, and presenting the results to the DMS customer. In general, our practice is to release requisitions based on client-specified criteria; evaluate the candidates based on client-approved criteria, including quality; and screen the results to agencies based on client-approved criteria. As noted earlier, in 2020 we received an average of 39 resumes per requisition; for some positions, we sometimes receive more than 100 candidates. Our role as MSP is to filter this quantity of biodata and present the hiring manager with a useful number of candidates. This is generally five resumes, depending on the client and the requisition.

We propose to discuss the following criteria with DMS for potential use on the STC. These strategies are derived from our work with multiple states.

Releasing Requisitions

We are vendor-neutral in releasing requisitions to the supplier community. Any of the following criteria may impact notifications to vendors.

- [REDACTED]

- **Geography**

We have asked our subcontractors to indicate the counties where they can supply contingent staff. Based on the work site, we will first release requisitions to those vendors who are registered to supply labor in the specific county. On an emergency basis, such as hurricane repairs, we might expand the requisition to the entire vendor community.

- **Job Position**

The STC includes 187 wide-ranging job titles. We have asked our suppliers to indicate categories that they can support. For example, several temp staffing partners indicated an ability to supply all categories. However, most reported they are able to supply between 100 and 125 of the positions. Some of the smaller firms, including MBE/WBE firms, can supply staff for a relatively limited variety of positions.

We recommend publishing requisitions only to suppliers who indicate an ability to supply the specific service. Our experience is that suppliers may otherwise ignore emails from the MSP if they occur too frequently. In other words, if we publish all positions to all suppliers, the vendors who specialize in a specific category may not notice a targeted requisition, e.g., a vendor specializing in supplying hazardous material (HazMat) removal workers may not notice a HazMat requisition because of the prior flood of requisitions for other service categories.

- **Urgency**

As noted earlier, many of our clients have a category for urgent/emergency requisitions. In this scenario, the requisitions may go to a larger vendor community.

- [REDACTED]

- **External Requisitions**

The RFP requires us to draw contingent staff from the subcontractor network (§12.2). For an extremely hard-to-fill position, we might utilize an external subcontractor, i.e., a vendor from another state’s MSP program; we might utilize a CAI employee (§12.6). We will obtain prior written approval from DMS for any exception processing.

Evaluating Vendor Responses

We are also vendor-neutral in evaluating candidates. We utilize the MSP management system to enable our staff to quickly assess the relative strengths of the candidates. Standard evaluation criteria used by CAI and the DMS customer are discussed at **Question 3.A** (Steps 6 and 7). The following factors influence our selection of candidates:

- [REDACTED]

- [Redacted]
- [Redacted]
- [Redacted]

For most requisitions, we provide five candidates for customer review. From experience, we have found this is an optimal number of candidates for successfully filling a position. In cases where none of the candidates are acceptable to the hiring manager, we can re-open the requisition to the vendor community as needed.

B. Subcontractor Performance Management

Describe your company's process for evaluating and monitoring the performance of Subcontractors.

We work with our supplier communities to make them as effective as possible. Within the MSP environment, we provide instructions and templates on how to present biodata effectively, i.e., in a manner to accentuate the candidates' skills and match them to the requisition. We provide performance metrics on all suppliers and encourage them to use it in refining their criteria for obtaining and presenting staff.

We generate monthly and quarterly metrics on vendors. Some of these become part of the public information we provide to the vendor community; others are part of reports to our clients. The narrative below shows some of the standard reports and describes how we use them to evaluate vendor performance.

Vendor Scoreboard

We use the Vendor Scoreboard to provide a dashboard view of vendor performance during the reporting period. Separate quadrants show statistics on active engagements, including associated spend, the quality of engaged candidates, and comparative rankings on rates associated with the candidates. Additional quadrants show vendor efficiency, in terms of time lag in responding to

requisitions; the quality of the submitted candidates, including those not selected (and metrics on why there were not selected); and detailed metrics on requisitions, submittals, and the status of both.

The image below shows a recent Vendor Scoreboard. The data is real; we have removed the vendor's name from the report itself. Internally, CAI uses detail from the actual candidate submittals within a Vendor Scorecard to ensure that subcontractors are meeting the requirements for participation in the program. If a subcontractor has a high amount of attrition among their candidates or an unusual number of staff backing out of an interview, we can identify the vendor and mentor them on how to improve performance. The information is also available to client stakeholders as part of monthly/quarterly reporting.



We also monitor vendor compliance tasks to ensure we have all required documentation on file for the vendor. As documentation nears its expiration date, the MSP management system alerts the vendor so that they can complete and submit updated documents prior to expiration.

On a weekly basis, we monitor timesheet submittals. For candidates who are periodically late submitting timesheets, we work with the vendor to ensure that their staff understands the importance of the timesheet to document work performed.

In addition to the public metrics (below), we monitor the quality of the vendor's staff. This occurs in the form of client satisfaction surveys and in identifying attrition or turnover per vendor.

Vendor Performance Dashboard (Public)

We also create a public-facing performance dashboard, where vendors can see themselves and all other participating vendors. We publish it on the Supplier Information website, usually twice a year. The image below is the top of a 12-page report showing performance of 303 vendors during the six-month time period. There were 6,682 candidate submittals representing 6,200 unique candidates,¹⁰ of which 1,167 were forwarded to our client for evaluation and interview.

Virginia IT Contingent Labor Contract - Staff Augmentation Vendor Performance Six Month Dashboard All Business Activity for 7/1/20-12/31/20

Supplier	SWAM?	Candidate Submittals	Unique Cand.	% Against Total Submittals	4 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engts	% Against Forwarded	Declined Interviews	Interview No Shows	Offers Refused	False Starts	Performance Removals	Resignations
Marathon Consulting LLC	SWAM	3	2	66.67%	3	100.00%	1	33.33%	0	0.00%	0	0	0	0	0	0
MasterApp Labs LLC		47	44	93.62%	25	53.19%	1	2.13%	0	0.00%	0	0	0	0	0	0
MATRIX Resources		22	21	95.45%	14	63.64%	0	0.00%	0	0.00%	1	0	0	0	0	0
Maxx Potential LLC	SWAM	3	3	100.00%	1	33.33%	0	0.00%	0	0.00%	0	0	0	0	0	0
MBI LLC	SWAM	69	64	92.75%	66	95.65%	13	18.84%	1	7.69%	0	1	0	0	0	0
MERP Systems, Inc.	SWAM	1	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0	0	0	0	0

Vendor Performance (Summary)

As part of quarterly reporting (**Question 3.C**), we summarize performance metrics on the subcontractors for presentation to client stakeholders, e.g., DMS. We will develop the detailed criteria in collaboration with DMS. For most clients, we summarize and report the following metrics for the time period:

- Number of newly enrolled vendors
- Total vendors
- Breakdown of vendors by category, such as:
 - ✓ Job category
 - ✓ Location
 - ✓ Diverse business status
 - ✓ “Top 10” vendors
 - ✓ Client satisfaction

¹⁰ A candidate not selected for one position may be submitted for a subsequent requisition; the data shows 6,200 discrete resumes were submitted during the time period.