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MASTER AGREEMENT #010826
CATEGORY: IT Managed Workforce and IT Staff Augmentation Solutions
SUPPLIER: Varfed LLC

This Master Agreement (Agreement) is between Sourcewell, a Minnesota service cooperative located at 202 12th Street Northeast, Staples, MN 56479 (Sourcewell) and Varfed LLC, 8260 Greensboro Drive, Suite 150, Mclean, VA 22102 (Supplier).

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

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

Article 1:
General Terms

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

1) **Purpose.** Pursuant to Minnesota law, the Sourcewell Board of Directors has authorized a Cooperative Purchasing Program designed to provide Participating Entities with access to competitively awarded cooperative purchasing agreements. To facilitate the Program, Sourcewell has awarded Supplier this cooperative purchasing Master Agreement following a competitive procurement process intended to meet compliance standards in accordance with Minnesota law and the requirements contained herein.

2) **Intent.** The intent of this Master Agreement is to define the roles of Sourcewell, Supplier, and Participating Entity as it relates to Sourcewell's Cooperative Purchasing Program.

3) **Participating Entity Access.** Sourcewell's Cooperative Purchasing Program Master Agreements are available to eligible public agencies (Participating Entities). A Participating Entity's authority to access Sourcewell's Cooperative Purchasing Program is determined through the laws of its respective jurisdiction.

4) **Supplier Access.** The Included Solutions offered under this Agreement may be made available to any Participating Entity. Supplier understands that a Participating Entity's use of this Agreement is at the Participating Entity's sole convenience. Supplier will educate its sales and service forces about Sourcewell eligibility requirements and required documentation. Supplier will be responsible for ensuring sales are with Participating Entities.

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5) **Term.** This Agreement is effective upon the date of the final signature below. The term of this Agreement is four (4) years from the effective date. The Agreement expires at 11:59 P.M. Central Time on October 20, 2030, unless it is cancelled or extended as defined in this Agreement.

   a) **Extensions.** Sourcewell and Supplier may agree to up to three (3) additional one-year extensions beyond the original four-year term. The total possible length of this Agreement will be seven (7) years from the effective date.

   b) **Exceptional Circumstances.** Sourcewell retains the right to consider additional extensions as required under exceptional circumstances.

6) **Survival of Terms.** Notwithstanding the termination of this Agreement, the obligations of this Agreement will continue through the performance period of any transaction entered between Supplier and any Participating Entity before the termination date.

7) **Scope.** Supplier is awarded a Master Agreement to provide the solutions identified in (Solicitation #010826) to Participating Entities. In-scope solutions include:

   a) IT Managed Workforce Solutions, such as:
      i) Coordination and oversight of multiple staffing suppliers to meet IT talent needs.
      ii) Management of supplier performance, compliance, and contractual obligations.
      iii) Administration of workforce processes and support of strategic IT workforce planning and alignment.
      iv) Providing tools, resources, and processes to manage statement of work (SOW) engagements with IT staffing suppliers.
   b) IT Staff Augmentation Services, such as:
      i) Providing temporary, project-based, long-term staff augmentation, or direct-hire IT professionals across a full range of IT roles.

   Suppliers may include complementary offerings of related services, software, and technology solutions to the extent that these solutions are directly related to the solutions proposed in 7)a) and 7)b) above.

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

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

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

11) **Not to Exceed Pricing.** Suppliers may not exceed the prices listed in the current Pricing List on file with Sourcewell when offering Included Solutions to Participating Entities. Participating Entities may request adjustments to pricing directly from Supplier during the negotiation and execution of any transaction.

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12) **Open Market.** Supplier's open market pricing process is included within its Proposal.

13) **Supplier Representations:**

i) **Compliance.** Supplier represents and warrants it will provide all Included Solutions under this Agreement in full compliance with applicable federal, state, and local laws and regulations.

ii) **Licenses.** As applicable, Supplier will maintain a valid status on all required federal, state, and local licenses, bonds, and permits required for the operation of Supplier's business with Participating Entities. Participating Entities may request all relevant documentation directly from Supplier.

iii) **Supplier Warrants.** Supplier warrants that all Included Solutions furnished under this Agreement are free from liens and encumbrances, and are free from defects in design, materials, and workmanship. In addition, Supplier warrants the Solutions are suitable for and will perform in accordance with the ordinary use for which they are intended.

14) **Bankruptcy Notices.** Supplier certifies and warrants it is not currently in a bankruptcy proceeding. Supplier has disclosed all current and completed bankruptcy proceedings within the past seven years within its Proposal. Supplier must provide notice in writing to Sourcewell if it enters a bankruptcy proceeding at any time during the term of this Agreement.

15) **Debarment and Suspension.** Supplier certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota, the United States federal government, or any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Agreement. Supplier further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time during the term of this Agreement.

16) **Provisions for non-United States federal entity procurements under United States federal awards or other awards (Appendix II to 2 C.F.R § 200).** Participating Entities that use United States federal grant or other federal funding to purchase solutions from this Agreement may be subject to additional requirements including the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may have additional requirements based on specific funding source terms or conditions. Within this Section, all references to "federal" should be interpreted to mean the United States federal government. The following list applies when a Participating Entity accesses Supplier's Included Solutions with United States federal funds.

i) **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all agreements that meet the definition of "federally assisted construction contract" in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing

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regulations at 41 C.F.R. § 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." The equal opportunity clause is incorporated herein by reference.

ii) **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148).** When required by federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. § 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 C.F.R. § 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-federal entity must report all suspected or reported violations to the federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 C.F.R. § 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-federal entity must report all suspected or reported violations to the federal awarding agency. Supplier must comply with all applicable Davis-Bacon Act provisions.

iii) **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708).** Where applicable, all contracts awarded by the non-federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations (29 C.F.R. § 5). Under 40 U.S.C. § 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies, materials, or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. This provision is hereby incorporated by reference into this Agreement. Supplier certifies that during the term of an award for all Agreements by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

iv) **RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT.** If the federal award meets the definition of "funding agreement" under 37 C.F.R. § 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient

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must comply with the requirements of 37 C.F.R. § 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency. Supplier certifies that during the term of an award for all Agreements by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Article 2:
Sourcewell and Supplier Obligations

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

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

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

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

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

   Sourcewell's Authorized Representative is its Chief Procurement Officer.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

17) **Indemnification.** Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Agreement by the Supplier

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or its agents or employees; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in design, condition, or performance of Included Solutions under this Agreement. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

18) **Data Practices.** Supplier and Sourcewell acknowledge Sourcewell is subject to the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13. As it applies to all data created and maintained in performance of this Agreement, Supplier may be subject to the requirements of this chapter.

19) **Grant of License.**
    a) **During the term of this Agreement:**
        i) **Supplier Promotion.** Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising, promotional materials, and informational sites for the purpose of marketing Sourcewell's Agreement with Supplier.

        ii) **Sourcewell Promotion.** Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising, promotional materials, and informational sites for the purpose of marketing Supplier's Agreement with Sourcewell.

    b) **Limited Right of Sublicense.** The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers, resellers, marketing representatives, partners, or agents (collectively "Permitted Sublicensees") in advertising, promotional, or informational materials for the purpose of marketing the Parties' relationship. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this section by any of their respective sublicensees.

    c) **Use; Quality Control.**
        i) Neither party may alter the other party's trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.

        ii) Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party's trademarks only in good faith and in a dignified manner consistent with such party's use of the trademarks. Each party may make written notice to the other regarding misuse under this section. The offending party will have 30 days of the date of the written notice to cure the issue or the license/sublicense will be terminated.

    d) **Termination.** Upon the termination of this Agreement for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party's name or logo (excepting Sourcewell's pre-printed catalog of suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell's written directions.

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20) **Venue and Governing law between Sourcewell and Supplier Only.** The substantive and procedural laws of the State of Minnesota will govern this Agreement between Sourcewell and Supplier. Venue for all legal proceedings arising out of this Agreement between Sourcewell and Supplier will be in court of competent jurisdiction within the State of Minnesota. This section does not apply to any dispute between Supplier and Participating Entity. This Agreement reserves the right for Supplier and Participating Entity to negotiate this term to within any transaction documents.

21) **Severability.** If any provision of this Agreement is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Agreement is capable of being performed, it will not be affected by such determination or finding and must be fully performed.

22) **Insurance Coverage.** At its own expense, Supplier must maintain valid insurance policy(ies) during the performance of this Agreement with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:

    a) **Commercial General Liability Insurance.** Supplier will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Agreement.
        - $1,500,000 each occurrence Bodily Injury and Property Damage
        - $1,500,000 Personal and Advertising Injury
        - $2,000,000 aggregate for products liability-completed operations
        - $2,000,000 general aggregate

    b) **Certificates of Insurance.** Prior to execution of this Agreement, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Agreement. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, Staples, MN 56479 or provided to in an alternative manner as directed by Sourcewell. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf. Failure of Supplier to maintain the required insurance and documentation may constitute a material breach.

    c) **Additional Insured Endorsement and Primary and Non-contributory Insurance Clause.** Supplier agrees to list Sourcewell, including its officers, agents, and employees, as an additional insured under the Supplier's commercial general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Supplier, and products and completed operations of Supplier. The policy provision(s) or endorsement(s) must further provide that coverage is primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.

    d) **Waiver of Subrogation.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses

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paid under the insurance policies required by this Agreement or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

e) **Umbrella/Excess Liability/SELF-INSURED RETENTION.** The limits required by this Agreement can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

23) **Termination for Convenience.** Sourcewell or Supplier may terminate this Agreement upon 60 calendar days' written notice to the other Party. Termination pursuant to this section will not relieve the Supplier's obligations under this Agreement for any transactions entered with Participating Entities through the date of termination, including reporting and payment of applicable Administrative Fees.

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

Article 3:
Supplier Obligations to Participating Entities

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

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

2) **Shipping, Delivery, Acceptance, Rejection, and Warranty.** Supplier's proposal may include proposed terms relating to shipping, delivery, inspection, and acceptance/rejection and other relevant terms of tendered Solutions. Supplier and Participating Entity may negotiate final terms appropriate for the specific transaction relating to non-appropriation, shipping, delivery, inspection, acceptance/rejection of tendered Solutions, and warranty coverage for Included Solutions. Such terms may include, but are not limited to, costs, risk of loss, proper packaging, inspection rights and timelines, acceptance or rejection procedures, and remedies as mutually agreed include notice requirements, replacement, return or exchange procedures, and associated costs.

3) **Applicable Taxes.** Participating Entity is responsible for notifying supplier of its tax-exempt status and for providing Supplier with any valid tax-exemption certification(s) or related documentation.

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4) **Ordering Process and Payment.** Supplier's ordering process and acceptable forms of payment are included within its Proposal. Participating Entities will be solely responsible for payment to Supplier and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.

5) **Transaction Documents.** Participating Entity may require the use of its own forms to complete transactions directly with Supplier utilizing the terms established in this Agreement. Supplier's standard form agreements may be offered as part of its Proposal. Supplier and Participating Entity may complete and document transactions utilizing any type of transaction documents as mutually agreed. In any transaction document entered utilizing this Agreement, Supplier and Participating Entity must include specific reference to this Master Agreement by number and to Participating Entity's unique Sourcewell account number.

6) **Additional Terms and Conditions Permitted.** Participating Entity and Supplier may negotiate and include additional terms and conditions within transaction documentation as mutually agreed. Such terms may supplant or supersede this Master Agreement when necessary and as solely determined by Participating Entity. Sourcewell has expressly reserved the right for Supplier and Participating Entity to address any necessary provisions within transaction documents not expressly included within this Master Agreement, including but not limited to transaction cancellation, dispute resolution, governing law and venue, non-appropriation, insurance, defense and indemnity, force majeure, and other material terms as mutually agreed.

7) **Subsequent Agreements and Survival.** Supplier and Participating Entity may enter into a separate agreement to facilitate long-term performance obligations utilizing the terms of this Master Agreement as mutually agreed. Such agreements may provide for a performance period extending beyond the full term of this Master Agreement as determined in the discretion of Participating Entity.

8) **Participating Addendums.** Supplier and Participating Entity may enter a Participating Addendum or similar document extending and supplementing the terms of this Master Agreement to facilitate adoption as may be required by a Participating Entity.

Sourcewell	Varfed LLC
Signed by: Jeremy Schwartz C0FD2A139D06489...	DocuSigned by: Manish Dadhich 6DA23B74A7B2423...
By: _____	By: _____
Jeremy Schwartz	Manish Dadhich
Title: Chief Procurement Officer	Title: CEO
Date: 10/15/2026 | 10:18 AM CDT	Date: 10/15/2026 | 8:17 AM PDT

Docusign Envelope ID: E4A9ED38-CA05-86FF-8289-21D5C890DEA2

RFP 010826 - IT Managed Workforce and Staff Augmentation Solutions

Vendor Details

Company Name:	Varmoda Tech LLC
Does your company conduct business under any other name? If yes, please state:	No
Address:	8260 Greensboro Dr. Suite 150 McLean, VA 22102 McLean, Virginia 22102
Contact:	Manish Dadhich
Email:	statelocal@varmoda.com
Phone:	703-219-8077
HST#:	

Submission Details

Created On:	Monday December 15, 2025 02:47:01
Submitted On:	Thursday January 08, 2026 11:00:48
Submitted By:	Manish Dadhich
Email:	statelocal@varmoda.com
Transaction #:	ef44304a-06de-4064-b3ad-a8934e5032a2
Submitter's IP Address:	147.243.238.246

Specifications

Responsiveness Criteria

To be considered responsive under this solicitation, a proposer **must meet** the responsiveness criteria for one (1) or both solution categories identified below:

1. IT Managed Workforce
2. IT Staff Augmentation

Proposers that wish to demonstrate compliance with the responsiveness criteria for both solution categories, must submit the required documentation for each applicable category. In such cases, the proposer must submit the required documentation **for each** applicable category. Proposal responses will be evaluated within a collective pool, rather than by individual categories.

Proposals that **do not** include the required documentation for at least one (1) of the responsiveness criteria will be deemed non-responsive and **will not** advance to evaluation.

Summary:

- If you are proposing for **IT Managed Workforce**, provide the documentation listed in Table RC1.
- If you are proposing for **IT Staff Augmentation**, provide the documentation listed in Table RC2.
- If you are proposing for **both IT Managed Workforce** and **IT Staff Augmentation**, you must provide the required documentation listed in both Table RC1 and Table RC2. Submit all documents together in your "Responsiveness" folder, labeled according to the instructions below.

Responsiveness – Pass/Fail:
If any of the requested information is not provided, the proposer is deemed non-responsive and **WILL NOT** advance to evaluation.

Line Item	Acknowledge	Yes / No *	
1	I have read and understand the responsiveness criteria requirements.	(•) Yes ( ) No	*

Table RC1: Responsiveness Criteria - IT Managed Workforce Solutions

Line Item	Category or Type	Offered *
2	Proposers must demonstrate experience managing at least one (1) large-scale state-wide, county-wide, or city-wide public-sector contract. For a city-wide contract, the city must be located within a metropolitan statistical area (MSA) with a population of at least 2.9 million, based on the 2024 U.S. Census Bureau data. Documentation Required (submit one (1) of the following): - PDF copy of a contract award or executed agreement showing contract scope and statewide coverage; - Publicly available procurement portal record confirming contract award and active status; or - Renewal notice, contract extension, or redacted invoice demonstrating the contract is active as of the RFP submission due date. Label the document (in PDF format) as follows: - MW– Statewide Contract Evidence *See submission instructions below.	(•) Yes ( ) No

Table RC2: Responsiveness Criteria - IT Staff Augmentation Services

Line Item	Category or Type	Offered *
3	Proposers must demonstrate experience holding at least three (3) active public sector contracts directly as a prime contractor within the last 24 months of the RFP release, for solutions within the scope of this RFP. Documentation Required (submit one [1] of the following for each of the three [3] active public sector contracts): - Contract award letter or notice of award; - Executed agreement clearly naming the proposer as prime contractor; - Purchase order (PO) or equivalent document showing contract start date and scope of services (must include verifiable contract number); or, - Publicly available procurement portal record confirming contract award and active status. Label the documents (in PDF format) as follows: - SA1– Public Sector Contract Evidence - SA2– Public Sector Contract Evidence - SA3– Public Sector Contract Evidence *See submission instructions below.	(•) Yes ( ) No

Responsiveness Criteria - Instructions for Submitting Documents

For IT Managed Workforce Solutions, label the document (in PDF format) as follows:

- MW – Statewide Contract Evidence

For IT Staff Augmentation Services, label the documents (in PDF format) as follows:

- SA1 – Public Sector Contract Evidence
- SA2 – Public Sector Contract Evidence
- SA3 – Public Sector Contract Evidence

1. **Add all applicable and appropriately labeled documentation (in PDF format) and place in a folder.**
2. **Label the folder "Responsiveness".**
3. **Zip the folder.**
4. **Upload the zipped folder with your response submission.**

Responsiveness – Pass/Fail:
If any of the requested information is not provided, the proposer is deemed non-responsive and **WILL NOT** advance to evaluation.

Line Item	Acknowledge	Yes / No *	
4	I have read, acknowledged, labeled, and uploaded the organization's responsiveness criteria.	(•) Yes ( ) No	*

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

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

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

Line Item	Question	Response *	
5	Provide the legal name of the Proposer authorized to submit this Proposal.	VarFed LLC	*
6	In the event of award, is this entity the Responsible Supplier that will execute the master agreement with Sourcewell? Y or N.	Y	*
7	Identify all subsidiaries, D.B.A., authorized affiliates, and any other entity that will be responsible for offering and performing delivery of Solutions within this Proposal (i.e. Responsible Supplier(s) that will execute a master agreement with Sourcewell).	Iyka Enterprises, Powersolv Inc., Cooperdyne Technologies, Zones LLC and Elastalink	*
8	Provide your CAGE code or Unique Entity Identifier (SAM):	9U2B0	*
9	Provide your NAICS code applicable to Solutions proposed.	8260 Greensboro DR Suite 150 Mclean, Virginia 22102	
10	Proposer Physical Address:	8260 Greensboro DR Suite 150 Mclean, Virginia 22102	*
11	Proposer website address (or addresses):	https://varfed.com/	*
12	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer):	Name & Title: Manish Dadhich, CEO, Email: manish.dadhich@varmoda.com, Address: 8260 Greensboro DR Suite 150 Mclean, Virginia 22102 (703) 674-9021	*
13	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Name & Title: Manish Dadhich, CEO, Email: manish.dadhich@varmoda.com, Address: 8260 Greensboro DR Suite 150 Mclean, Virginia 22102 (703) 674-9021	*
14	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	N/A	*

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

Line Item	Question	Response *	
15	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested Solutions.	VarFed LLC is a Small Business Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc., formed to deliver scalable, compliant, and high-quality IT Managed Workforce and IT Staff Augmentation solutions to public-sector organizations. For this Sourcewell solicitation, VarFed is proposing under IT Managed Workforce Solutions and IT Staff Augmentation Services both, providing an integrated delivery model that combines centralized workforce governance with rapid, on-demand IT staffing to meet the operational realities of Sourcewell's 50,000+ Participating Entities. The joint venture was intentionally engineered to operate as a single, fully integrated entity unified contract management, centralized PMO oversight, standardized quality controls, and one point of accountability ensuring Members engage one responsible provider rather than managing a fragmented network of vendors. Public-sector organizations routinely face critical challenges when staffing IT initiatives: long hiring cycles, inconsistent candidate quality, compliance risk, and limited capacity to surge resources during emergencies. VarFed was created specifically to address these challenges at scale. Over the past five years, we have delivered large scale IT, engineering, professional, and technical staffing across CONUS, placing more than 500 professionals at agencies such as the Department of State, State of Michigan,	

State of Montana, Oakland County, NGA, Army, Department of Health and Human Services (HHS) and USCIS. Our teams have supported multiple award IDIQ and BPA vehicles including CIO SP3, GSA STARS II & III, GSA Schedule 70, and NGA NSE IDIQ often working through MPAs, MSPs, VMS platforms, and direct engagements, and have consistently met aggressive timelines with a 12:1 submit to hire and 3:1 interview to hire ratio while executing against a five year awarded portfolio exceeding $200M.

As the Prime contractor, VarFed provides centralized IT Managed Workforce oversight governing recruiting, compliance, performance metrics, onboarding, and service continuity while delivering IT staff augmentation across cloud, data, cybersecurity, ERP, application development, infrastructure, and project management roles. When federal, state, and local agencies required faster access to qualified talent than traditional government hiring processes could support, VarFed invested in a continuously refreshed, pre-screened talent pipeline supported by more than 60 dedicated recruiters and real-time skills, certification, and clearance tracking. This approach reduced average government recruiting timelines from 45–60 days to 14-21 days, saved customer IT leaders significant interview and administrative time, and enabled agencies to meet fiscal-year deadlines and compliance mandates without delay.

To strengthen delivery across education, healthcare, and specialized modernization programs, VarFed has subcontracted with Powersolv Inc., Zones LLC, Cooperdyne Technologies, Iyka Enterprises, and ElastaLink, VarFed leads an intentionally structured team of experienced subcontractors, each selected to address specific public-sector challenges while operating under VarFed's centralized governance model. Iyka Enterprises brings deep experience supporting higher education and K–12 systems where institutions struggle with data visibility, analytics, and ERP modernization. Iyka has deployed more than 100 IT professionals across universities and school districts including the University of Illinois, Northern Illinois University, Stanford University, Chicago Public Schools, and Prince William County Schools. In environments where education agencies faced fragmented data systems and compliance pressure, Iyka delivered analytics platforms, ERP support, and modernization services that improved reporting accuracy, strengthened governance, and enabled data-driven decision-making across academic and administrative functions.

Powersolv Inc., a CMMI-SVC Level 3 certified workforce partner with more than 30 years of public-sector experience, strengthens VarFed's ability to manage complex, multi-tier staffing programs at scale. Powersolv has deployed over 750 IT professionals across federal, state, local, and education organizations and currently manages active state master agreements in Albany, NY; Orange County, FL; Arlington County, VA; Prince George's County, MD; the City of Alexandria, VA; the City and State of Denver; the City of Baltimore, MD; the State of Maryland; Harford County, MD; the State of South Carolina; Howard County, MD; the State of Texas; Montgomery County, MD; and regional authorities such as the Metropolitan Washington Airports Authority (MWAA), Washington Metropolitan Area Transit Authority (WMATA), and the Washington Suburban Sanitary Commission (WSSC). When large jurisdictions required consistent staffing across dozens of job titles and skill tiers such as Fairfax County Public Schools, serving more than 200,000 students across 50+ sites Powersolv implemented structured workforce models covering up to 95 job titles, maintaining continuity, SLA compliance, and long-term service stability. Their 10+ year continuous partnership with the City of Philadelphia exemplifies sustained customer trust driven by performance.

Cooperdyne Technologies addresses the modernization challenges faced by universities, school systems, and government agencies operating legacy ERP and CRM platforms. With more than 20 years of experience delivering PeopleSoft, Oracle, Workday, Salesforce, and cloud/data modernization, Cooperdyne has supported over 40 universities and multi-campus systems, including Ohio State University, the University of Michigan, Florida State University, and Montclair State. When institutions faced ERP modernization risks tied to academic calendars and fiscal cycles, Cooperdyne delivered specialized expertise that stabilized enterprise systems, reduced downtime, and ensured continuity of student and administrative services.

Zones LLC strengthens Team VarFed's ability to support large-scale IT operations where staffing must integrate with device lifecycle management, service desks, field services, and network operations. With more than 35 years of experience and a workforce of 3,000+ professionals, Zones has supported academic medical centers, statewide agencies, and large K–12 districts. In healthcare and education environments where uptime and service continuity are mission-critical such as major Ohio medical centers and Boston Children's Hospital Zones deployed skilled resources to sustain infrastructure operations, field support, and network services without disruption.

For Canadian Participating Entities, VarFed is supported by ElastaLink, a Canadian-owned and operated technology services company headquartered in Ottawa, Ontario. ElastaLink was selected to address a common challenge for Canadian public agencies: ensuring data residency, privacy compliance, and sovereign delivery while scaling IT workforce support. Governed and led entirely within Canada, ElastaLink provides secure IT infrastructure, managed workforce services, and in-country technical teams supported by Canadian data centers. Their experience supporting the Canadian Commercial Corporation and national innovation platforms ensures that Canadian Members can access compliant, scalable IT staffing without regulatory or data-sovereignty risk.

Our proven track record spans federal agencies including the National Geospatial-Intelligence Agency (NGA), U.S. Army, Department of State, Department of Health and Human Services (HHS), U.S. Citizenship and Immigration Services (USCIS), U.S. Consumer Product Safety Commission (CPSC), Pension Benefit Guaranty Corporation (PBGC), and Environmental Protection Agency (EPA). At the state and local level, we have successfully staffed IT professionals for the State of Michigan, State of Montana, State of Maryland, State of Kansas, State of South Carolina, Montgomery County (Maryland), Prince George's County (Maryland), Arlington County (Virginia), Fairfax County (Virginia), and City of Alexandria (Virginia). In education and healthcare, we have supported Fairfax County Public Schools (serving 200,000+ students across 50+ school sites), Baltimore County Public Schools (serving 112,000+ students), Prince William County Public Schools (serving 91,000+ students), Maryland Health Benefit Exchange (serving 500,000+ enrolees), and Fairfax County Health Department. In Canada, our experience includes supporting the Canadian Commercial Corporation (CCC) through mission-critical digital platform operations and providing managed IT infrastructure and workforce support to @Hive (athive.com), a national innovation and professional services ecosystem. This geographic breadth, sector diversity, and sustained customer relationships demonstrate our proven ability to scale staffing rapidly across varied organizational contexts while maintaining compliance, quality, and accountability.

Our 90%+ on-time delivery rate across all task orders and contracts shows we consistently meet aggressive program schedules and staffing deadlines, demonstrating operational discipline and customer accountability a critical differentiator in federal contracting where missed timelines cascade across program deliverables. Our 92%+ client retention rate reflects repeat awards and contract renewals across federal, state, and local customers, proving that customer satisfaction drives long-term partnerships. Specific examples include Philadelphia continuous partnership since 2015 (with renewals in 2015, 2019, and 2023 a 10-year relationship), Fairfax County 8+ year partnership with expanded scope at each renewal, and Maryland Health Benefit Exchange multi-year engagement with sustained volume growth. Federal Master Contract experience translates directly to cooperative purchasing success the compliance discipline, documentation rigor, customer accountability, and performance-driven culture required by federal contracting are the exact same standards Sourcewell Participating Entities expect and deserve.

Our operational infrastructure includes automated real-time skills assessment and certification tracking systems maintaining current visibility into professional certifications (AWS Solutions Architect, AWS Developer Associate, Azure Administrator, Azure Solutions Architect, PMP, CISSP, CCNP, CompTIA Security+, etc.), enabling rapid matching to specific role requirements. This real-time tracking eliminates the common staffing problem of "We thought they had this certification, but it expired last month." We maintain integrated clearance status management tracking security clearance eligibility (Secret, Top Secret, SCI-eligible) and active clearance status. For government agencies and contractors requiring cleared personnel, this capability is mission-critical we reduce onboarding friction for classified or restricted-information work by pre-vetting clearance eligibility and maintaining ongoing compliance.

All candidates in our database undergo skills validation (technical assessments, portfolio review, reference checks), background verification (criminal, financial, employment), and government compliance screening (citizenship, sanctions list verification, export control eligibility) before being tagged as "interview-ready." This discipline ensures our 3:1 interview-to-hire ratio reflects quality, not quantity. We maintain post-placement tracking to identify high-performing candidates who can be prioritized for future customer needs, continuously improving our pipeline quality. When a placed professional performs exceptionally, we track that outcome and recommend them for similar future roles building a reputation for quality placement. Our after-placement surveys and customer feedback loops inform recruiting priorities, enabling us to address emerging skill gaps and customer preferences proactively. If multiple customers request "cloud-native Python developers," we adjust recruiting focus accordingly. Sourcewell Participating Entities often face unpredictable IT staffing needs a developer leaves unexpectedly, a cloud migration project accelerates, a compliance initiative demands immediate expertise. Unlike traditional staffing processes that require 45-60 days to fill roles, our 60+ recruiting team and 100,000+ pre-screened candidate database enable rapid response while maintaining quality discipline. This combination directly solves the core value proposition of Sourcewell: providing cooperative purchasing entities with rapid access to vetted IT talent without running individual RFP processes.

Together, Team VarFed delivers a nationally scalable, compliance-driven IT Managed Workforce and Staff Augmentation solution purpose-built for cooperative purchasing. By combining centralized governance, rapid deployment, deep public-sector experience, and specialized education, healthcare, and modernization expertise, VarFed enables Sourcewell Members to stabilize operations, accelerate initiatives, and access vetted IT talent quickly without the delay, risk, or administrative burden of running individual procurements.

Company Values

Our company is built on four core values that define how we serve government, education, and nonprofit organizations. First, we practice people-first accountability because talent stability matters. Our IT professionals are not "resources" they are trusted contributors to public-sector missions. We demonstrate this through competitive

compensation aligned to government and public-sector standards, professional development including certification support and training investments, meaningful work staffing professionals into roles where their expertise directly impacts mission outcomes (students learning, patients receiving care, research advancing, security being protected), and respect for constraints understanding that government work has classification requirements, security requirements, and compliance demands and proactively supporting professionals through these realities. Our 92%+ retention rates across federal, state, and local engagements prove that long-tenure professionals are stable, experienced, and committed exactly what Sourcewell Participating Entities need. Second, we maintain mission alignment over margin because government work is different.

We measure success not by staffing volume, but by mission outcomes. When an education agency tells us our help desk team improved student IT experience across 50 school sites, we celebrate that mission impact. When a health agency tells us our database engineers improved patient data security and enabled faster clinical decisions, we're energized by the outcome. When a federal agency completes a modernization initiative on time because our team provided reliable technical support, we succeeded as partners. We're genuinely invested in your success, not just filling seats. Our 92%+ client retention and repeat awards prove that when we focus on customer mission outcomes, customers come back. Third, we embrace transparency and earned trust because government operates under scrutiny. Government and nonprofit organizations operate under public accountability and transparent procurement standards, and we embrace this discipline through clear pricing with no hidden fees or surprise markups, honest capability assessments telling customers what we can do and what we can't do without overselling, proactive communication surfacing problems early rather than after they've cascaded, and audit-ready documentation maintaining all staffing decisions, compliance verifications, and performance metrics for review. Government agencies trust us with mission-critical work, and we've earned federal contract awards and repeat business because of transparent, honest partnerships. Fourth, we treat compliance as baseline and excellence as standard because government requirements are non-negotiable. Meeting compliance requirements is table stakes—the baseline expectation. But we don't stop there. Our table stakes include government-grade background checks, security training, federal employment verification, and ongoing compliance monitoring. Our standard exceeds this with faster onboarding (2 weeks vs. 6-12 weeks), higher quality candidates (3:1 interview-to-hire), better cultural fit (92%+ retention), and sustained partnerships (8–10-year relationships). Government and education entities get compliance PLUS excellence reducing risk while improving outcomes.

Most staffing vendors operate transactionally: you identify an opening, we submit candidates, you hire, we invoice, relationship ends. VarFed operates differently because we believe staffing success depends on understanding your organization, not just your job descriptions. Our partnership model begins with pre-engagement discovery where before we propose candidates, we invest time understanding your operational environment (Are you distributed across multiple locations or centralized? Hybrid work or on-premises? Legacy systems or cloud-native?), organizational culture (Are you a startup-velocity environment or enterprise process-discipline? Government-like bureaucracy or lean/agile?), technology landscape (What systems are you supporting? What skill gaps matter most?), and success criteria (What does "good" look like in your environment, not generic job descriptions?). We've seen candidates with perfect technical credentials fail because they didn't fit organizational culture. Conversely, we've seen technically adequate candidates succeed because they understood organizational dynamics. Pre-deployment discovery prevents mismatches resulting in better hiring decisions, lower turnover, and higher satisfaction. This continues throughout the engagement lifecycle with continuous engagement and proactive evolution. Philadelphia (10+ years continuous partnership with renewals in 2015, 2019, 2023), Fairfax County (8+ years with expanded scope at each renewal), Maryland (5+ years with sustained volume growth) these relationships weren't built through one-off staffing. They were built through consistent partnership and continuous evolution.

Most Sourcewell entities have never experienced this level of partnership from a staffing vendor. Continuity, stability, and genuine investment in success are rare. Sourcewell was created to simplify procurement for entities that lack sophisticated purchasing departments. Many Sourcewell members are smaller organizations with lean IT teams who need not just staffing, but partnership someone who understands their constraints, anticipates their needs, and invests in their long-term success. This partnership philosophy is exactly that.

Relevance to the Requested Solutions

VarFed LLC's past performance directly supports Sourcewell Participating Entities' IT Staff Augmentation and IT Managed Workforce requirements, with particular strength in serving multi-agency procurement models similar to Sourcewell's cooperative purchasing framework. Our experience managing diverse public-sector customers county governments, statewide health exchanges, K-12 school districts, transportation authorities, and federal civilian agencies demonstrates our proven ability to deliver consistent, cost-effective IT staffing across fragmented buyer environments where standardized pricing, rapid deployment, and compliance discipline are essential. This is precisely what Sourcewell Participating Entities require: a vendor who can serve 50,000+ entities through one master agreement while maintaining individual

		responsiveness, transparent pricing, and rapid delivery. Through our federal Master Contracts (CIO-SP3, GSA STARS II & III, GSA Schedule 70, HHS IDIQs) and state/local partnerships, VarFed has staffed and managed technical teams across multiple functional areas that directly align with Sourcewell entities' core IT service needs: application development and modernization (ServiceNow, Salesforce, Oracle), enterprise resource planning support (Oracle EBS, SAP), cloud infrastructure engineering (AWS, Azure, Federal Cloud), cybersecurity and compliance (IAM, penetration testing, FISMA/FedRAMP), data warehousing and analytics (ETL, business intelligence), network operations and infrastructure engineering, and help desk services (Tier 1-3 support). These functional areas represent the exact skill categories that Sourcewell Participating Entities purchase repeatedly across their 50,000+ member organizations. More specifically, VarFed has successfully supported large, distributed public-sector environments at scale and complexity comparable to statewide IT operations. Our work with Fairfax County Public Schools (200,000+ students across 50+ geographically dispersed sites), Baltimore County Public Schools (112,000+ students), Prince William County Public Schools (91,000+ students), and multi-county government partnerships required us to execute a procurement and staffing model that mirrors Sourcewell's cooperative purchasing challenge: one master relationship providing IT staffing services to multiple autonomous entities with individual needs, procurement processes, security requirements, and geographic locations. We successfully delivered this through standardized pricing models, pre-negotiated rate cards, rapid candidate identification and deployment, and compliance frameworks that work across diverse agency environments without requiring each entity to run separate sourcing processes. Our consortium procurement experience is particularly relevant to Sourcewell's model. Across our Powersolv SLED partnerships and state master agreements (Maryland, Kansas, South Carolina, Rhode Island, Delaware, Texas), we actively manage 8+ concurrent state master agreements serving 285+ IT staffing position variants across county, municipal, state, and local entities a multi-buyer model that functions operationally similar to Sourcewell's cooperative purchasing structure. This experience has taught us that Sourcewell Participating Entities don't want a vendor who treats them transactionally; they want a partner who delivers rapid response, transparent pricing, and compliant staffing without requiring them to run individual RFP processes. We deliver this through our 60+ dedicated recruiting professionals who can identify and pre-screen qualified candidates within 3-5 business days using our 100,000+ pre-screened candidate database, enabling Participating Entities to receive interview-ready candidates faster than traditional government procurement cycles. Our speed-to-delivery capability directly addresses Sourcewell's core value proposition. When a Participating Entity contacts VarFed with a staffing need, our 60-person recruiting team can execute a predictable, proven timeline: by day 1-2, identify 5-10 pre-screened candidates matching specific skill requirements from our 100,000+ database; by day 3-4, conduct technical interviews with customer stakeholders; by day 5, present qualified candidates ready for offer discussions; and by week 2, deploy fully onboarded, compliant professionals. This 3-5 business day candidate identification and presentation cycle is achievable across the functional areas Sourcewell entities purchase most: help desk support, cloud engineers, cybersecurity specialists, database administrators, systems engineers, and application developers. We've executed this timeline repeatedly across our federal Master Contract work (DHA deployment of 33 FTE in 14 days, HHS OASH team assembly within 5 weeks) and our state/local partnerships where emergency staffing needs often require compressed timelines. In previous consortium-based procurements with state health systems, education partnerships, and county government coalitions, we've consistently delivered candidates within 3-5 business days while maintaining compliance discipline the same capability Sourcewell entities value most. Additionally, VarFed's experience supporting health departments, health benefit exchanges, education systems, and transportation authorities providing database administration, EHR support, infrastructure management, and HIPAA-compliant staffing aligns directly with Sourcewell's diverse Participating Entity landscape. Many Sourcewell members operate in compliance-intensive sectors (healthcare, education, finance, government), and our proven ability to staff these environments with cleared, trained, and compliance-verified professionals reduces the procurement risk for entities evaluating vendors for their most mission-critical IT needs. This combination of multi-agency procurement experience, rapid deployment capability (3-5 business days to candidate identification), standardized yet competitive pricing models, and compliance discipline across diverse sectors positions VarFed to serve Sourcewell's 50,000+ Participating Entities as both a responsive vendor and trusted partner who understands that cooperative purchasing success depends on speed, transparency, cost competitiveness, and reliability. Our consortium experience means we understand the operational realities of serving many small entities through one master agreement and we've built our recruiting infrastructure and pricing model specifically to excel in that environment
16	What are your company’s expectations in the event of an award?	In the event of an award, VarFed's expectations are centered on establishing a partnership-driven relationship with Sourcewell that recognizes the unique operational challenges of cooperative purchasing: serving diverse Participating Entities with individual needs, compliance requirements, and geographic locations through a single master agreement while maintaining rapid response, transparent pricing, and cost

competitiveness. Our expectations reflect our commitment to making Sourcewell a success and directly address what Participating Entities value most.
Regarding Pricing and Cost Competitiveness: VarFed expects Sourcewell and Participating Entities to recognize that our strength lies in delivering competitive, transparent, and stable pricing across the cooperative purchasing model. We have successfully managed pricing across multiple consortium-based procurements Powersolv's 8+ concurrent state master agreements, our county partnerships spanning Maryland, Virginia, and beyond by offering standardized rate cards that accommodate both volume economies and individualized service delivery. We expect clear communication regarding pricing expectations, volume assumptions, and any required rate adjustments tied to market conditions. In return, VarFed commits to maintaining competitive pricing compared to traditional government IT staffing vendors while investing our 60+ recruiting team in rapid candidate sourcing, reducing the time-to-productivity that often drives customer costs higher. We view pricing stability and cost transparency as a partnership commitment not a negotiation point and we structure our pricing to reflect the efficiency gains from serving multiple entities under one master agreement rather than managing separate RFP processes for each customer. Our experience across state master agreements demonstrates that standardized pricing actually improves outcomes: entities know their costs upfront, and VarFed maintains profitability through operational efficiency and volume, creating sustainable long-term value for both parties.
Regarding Rapid Deployment and Response Times: VarFed expects Sourcewell Participating Entities to communicate staffing needs with sufficient clarity regarding role requirements, technical skills, security or compliance requirements, work location, and desired start dates. Clear scope definition enables our 60+ recruiting professionals to execute our proven rapid-response process: identifying and pre-screening qualified candidates from our 100,000+ candidate database within 3-5 business days, conducting technical interviews with customer stakeholders by day 5, and presenting offer-ready candidates by end of week 1. We have executed this timeline repeatedly across federal Master Contracts (DHA emergency deployment of 33 FTE in 14 days, HHS OASH team assembly in 5 weeks) and across our state/local partnerships where Participating Entities expect speed-to-hire that bypasses traditional government procurement cycles. In our previous consortium partnerships, we consistently met 3-5 business day timelines for candidate identification even when serving multiple simultaneous customers a capability built into our staffing infrastructure. In return, we expect Participating Entities to provide timely feedback on candidate presentations (within 48 hours of submission), participate in interviews within our proposed windows, and coordinate onboarding approvals to meet agreed deployment dates. This mutual commitment to pace enables VarFed to deliver on the core Sourcewell value proposition: rapid access to vetted IT talent without requiring individual Participating Entities to run separate RFP processes.
Regarding Communication and Partnership Management: VarFed expects to establish dedicated points of contact with each Participating Entity an Account Manager for strategic relationship management and a Program Manager for operational oversight. We anticipate monthly performance check-ins with each customer assessing staffing performance, identifying emerging needs, and addressing any concerns proactively. We expect quarterly business reviews where we discuss contract utilization, growth opportunities, and strategic alignment. VarFed is committed to 48-hour response times for routine inquiries and same-business-day response for escalations or urgent staffing emergencies. In return, we expect Participating Entities to provide clear communication regarding procurement processes, feedback on placed professionals, and early visibility into upcoming staffing needs. This dual-manager model has proven successful across our federal and state/local engagements, preventing communication gaps and ensuring nothing falls through the cracks. We understand that Sourcewell's scale means we may serve hundreds of Participating Entities; we commit to delivering this level of dedicated management to each customer, supported by our operational infrastructure and 60+ recruiting team.
Regarding Compliance and Documentation: VarFed expects Participating Entities to provide clear documentation of any agency-specific compliance, security, or regulatory requirements (HIPAA, FISMA, export control, federal employment restrictions, etc.) during the sourcing phase. We are committed to ensuring all deployed professionals meet these requirements before deployment and maintain ongoing compliance throughout the engagement. We expect purchase orders or ordering documents to reference the Sourcewell master agreement and include sufficient detail for accurate pricing, invoicing, and onboarding. VarFed will provide all documentation supporting compliance verification (background checks, clearance status, certification verification, training completion) to reduce Participating Entity administrative burden. Our compliance infrastructure has been built to support multi-agency procurement we understand that each entity may have different requirements, and we've designed our processes to accommodate variation without sacrificing rigor.
Regarding Operational Support and Resource Integration: VarFed expects reasonable coordination and access to agency stakeholders (program managers, IT directors, technical teams) to facilitate onboarding, performance management, and issue resolution. We anticipate that Participating Entities will provide or coordinate provision of agency-issued equipment, system access, and required compliance training needed for professionals to become productive. We recognize that each organization has unique IT environments, tools, and processes, and we commit to supporting rapid

		integration through our onboarding team and ongoing account management. In return, we expect Participating Entities to treat VarFed-deployed professionals as team members, not contractors, ensuring they have the support and access needed to contribute meaningfully to agency IT operations. Our experience across distributed K-12 systems and county governments has demonstrated that this collaborative approach drives better outcomes for both the entity and the deployed professional. Regarding Long-Term Partnership and Growth: VarFed expects Sourcewell to provide transparency regarding market trends, customer feedback, and opportunities for service expansion or additional contract vehicles. We expect fair evaluation of our performance and consideration for contract modifications, extensions, and new service categories as Participating Entities' needs evolve. In return, VarFed commits to investing in our recruiting infrastructure, maintaining competitive pricing despite market pressures, and continuously improving service quality. We view this award not as a transaction to execute, but as the beginning of a multi-year partnership where VarFed becomes a trusted extension of Sourcewell's procurement capability. What Success Looks Like: VarFed's ultimate expectation is that Sourcewell Participating Entities choose us not because we're the cheapest option, but because we deliver the best value: competitive pricing plus rapid deployment (3-5 business days to candidate identification) plus compliance discipline plus dedicated partnership. Our 92%+ client retention across federal, state, and local customers reflects our commitment to exceeding expectations, and we expect Sourcewell will recognize the same value. In return, we expect Participating Entities to provide feedback, renew their use of our services as their needs grow, and expand our scope as they experience the benefits of working with a vendor who combines speed, quality, and genuine partnership. This balanced approach where VarFed invests in rapid deployment, transparent pricing, and dedicated account management, and Participating Entities provide clear communication and support for integration creates the conditions for sustained success and long-term value. We look forward to demonstrating to Sourcewell that VarFed is not just another staffing vendor, but a strategic partner designed to serve the unique challenges of cooperative purchasing.	
17	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.	VarFed LLC demonstrates strong financial stability and capacity to support large-scale, multi-year public-sector IT Managed Workforce and Staff Augmentation contracts. As a Small Business Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc., VarFed benefits from the combined financial strength, established revenue base, and disciplined financial controls of both partner organizations. VarFed maintains sound financial management practices to support rapid workforce onboarding, sustained payroll and subcontractor obligations, and long-term contract performance across multiple public-sector customers simultaneously. Supporting financial statements demonstrating VarFed’s financial capacity and stability are attached with this response, in accordance with Sourcewell requirements and without inclusion of tax information or personally identifiable information	*

18	Tell us your US market share for your proposed Solutions. OR, provide the number of US Education and Government entities you have served over the past three (3) years, your retention rates, along with the total number of states where you have made sales.	VarFed LLC's U.S. market share for IT Staff Augmentation and IT Managed Workforce solutions is demonstrated through the breadth of public-sector entities served, geographic coverage, and sustained client retention, rather than consumer-style revenue percentages. Over the past three (3) years, VarFed together with its joint venture partners and strategic subcontractor has supported federal, state, county, and local government organizations across more than 10 states, delivering mission-critical IT staffing and managed workforce services. Our portfolio reflects repeat awards, multi-year renewals, and long-standing master agreements, with retention rates consistently ranging from 90% to 95%+ across all public-sector segments. This sustained performance indicates strong market adoption, customer confidence, and operational reliability. VarFed's active engagements across civilian, defense, education, and quasi-government entities position the joint venture as a proven and scalable workforce provider capable of supporting Sourcewell Participating Entities nationwide. At the federal level, VarFed and its joint-venture partners actively support more than five federal agencies, including the U.S. House of Representatives, Environmental Protection Agency (EPA), Smithsonian Institution (GWAC), Department of the Army, HHS Office of the Assistant Secretary for Health (OASH), and the Department of Transportation (DOT). These engagements are characterized by multi-year renewals, no performance-related terminations, and customer retention rates consistently ranging from 90-95 percent. At the state government level, VarFed supports more than ten states, including Florida, Kansas, South Carolina, Rhode Island, Delaware, Virginia, Maryland, Pennsylvania, Michigan, Montana, Colorado, Mississippi, and the Town of Oyster Bay. These relationships are supported through statewide master contracts and IDIQ vehicles that remain continuously active. Retention rates average 90-95 percent, including long-term engagements such as the Maryland Health Benefit Exchange IDIQ, renewed through 2028, demonstrating sustained confidence in VarFed's workforce delivery and governance model. VarFed also maintains deep, long-standing relationships at the county and local government level, supporting more than ten counties and municipalities including Fairfax, Montgomery, Anne Arundel, Arlington, Baltimore County, Prince William County, Philadelphia, Alexandria, Chesapeake, and DC Water. County engagements show retention rates exceeding 95 percent, with multiple concurrent staffing vehicles and 5-10+ year relationships. City-level contracts reflect similar stability, highlighted by Philadelphia's continuous partnership since 2015 with multiple re-awards and no service interruptions. In the education and quasi-government sectors, VarFed supports some of the largest and most complex public institutions in the country. K-12 engagements include Fairfax County Public Schools (serving over 200,000 students), Baltimore County Public Schools (112,000 students), and Prince William County Public Schools (91,000 students), with retention rates exceeding 95 percent and contracts active since 2015–2020 with ongoing renewals. Quasi-governmental clients such as the Maryland Health Benefit Exchange reflect 100 percent retention, with an active IDIQ contract renewed through the 2023–2028 period. Collectively, these relationships demonstrate VarFed's ability to deliver reliable, compliant, and scalable IT workforce solutions across diverse public-sector environments while sustaining long-term customer partnerships

19	Tell us your Canadian market share for your proposed Solutions. OR, provide the number of US Education and Government entities you have served over the past three (3) years, your retention rates, along with the total number of provinces where you have made sales.	In Canada, VarFed through its Canadian delivery partner ElastaLink has supported 300+ customers nationwide, including multiple federal Crown corporations, public-sector organizations, education-adjacent institutions, and regulated entities over the same three-year period. While ElastaLink's portfolio includes a mix of public-sector, non-profit, healthcare, education, and SME clients, its government and public-sector engagements include national-level programs such as the Canadian Commercial Corporation (CCC) and long-term managed IT and staff augmentation support for Canadian institutions operating under strict data residency and procurement requirements. Across its public-sector and institutional customer base, ElastaLink demonstrates long-term retention exceeding 90%, with multi-year operational engagements such as the Global Bid Opportunity Finder (GBOF) platform remaining active and continuously enhanced. From a geographic perspective, ElastaLink has made sales and delivered services across at least four (4) Canadian provinces, including Ontario and Quebec as primary markets, with additional national reach enabled through carrier partnerships, sovereign data centers in Ottawa and Montreal, and distributed delivery teams supporting clients across multiple provinces. This national operating footprint enables ElastaLink to scale IT staff augmentation and managed workforce services consistently across provincial boundaries while maintaining Canadian data sovereignty and regulatory compliance. Collectively, this combined U.S. and Canadian experience demonstrates Team VarFed's ability to support large, distributed public-sector customers, maintain high retention through performance-driven delivery, and operate at scale across multiple jurisdictions. This directly aligns with the proposed solution's objective: delivering reliable, compliant IT Managed Workforce and Staff Augmentation services to government and education entities requiring long-term stability, rapid scalability, and accountable execution across both U.S. and Canadian markets.	*
20	Disclose all current and completed bankruptcy proceedings for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.	Team VarFed and any included Responsible Party have not been involved in any current or completed bankruptcy proceedings within the past seven (7) years. We acknowledge and agree that it will provide prompt written notice to Sourcewell if it enters into any bankruptcy proceeding at any time during the pendency of this RFP evaluation or during the term of any resulting master agreement.	*
21	How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer the question that best applies to your organization, either a) or b). a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned? b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?	VarFed LLC is a service provider delivering IT Managed Workforce and IT Staff Augmentation solutions through a direct, centrally managed delivery model. We do not utilize a dealer, distributor, or reseller network. All sales, account management, and service delivery activities are performed under VarFed's direct control to ensure consistency, transparency, and full compliance with Sourcewell requirements. Our sales force consists entirely of direct employees who are trained on Sourcewell cooperative purchasing, contract scope, pricing structures, and ordering procedures. These personnel are responsible for promoting the Sourcewell Master Agreement, assisting Participating Entities with contract utilization, and supporting pre-order, ordering, and post-award activities. Sales responsibilities are not delegated to third parties, ensuring a single, accountable point of contact for Participating Entities. Our service force is primarily composed of direct employees, including recruiters, program managers, workforce coordinators, compliance specialists, and customer success personnel. This team manages the full lifecycle of service delivery candidate sourcing and screening, onboarding, credential verification, workforce oversight, performance management, and issue resolution. Maintaining these functions in-house enables VarFed to enforce consistent quality standards, meet contractual SLAs, and respond rapidly to Participating Entity needs. IT professionals provided under staff augmentation and managed workforce engagements are predominantly engaged as W-2 employees of VarFed or our approved JV partners and subcontractors. When specialized skill sets or localized expertise are required, VarFed may engage pre-qualified subcontractors under formal agreements. All subcontracted resources operate under VarFed's direction, governance, security, and compliance frameworks, and are subject to the same performance standards as direct employees. VarFed remains fully accountable for all deliverables, contract compliance, and customer satisfaction regardless of employment classification. Because services are delivered directly and not through intermediaries, Participating Entities benefit from a single point of accountability, streamlined communication, simplified contract administration, and consistent service delivery throughout the engagement lifecycle	*

22	If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.	There are no specific professional licenses mandated to perform IT Managed Workforce and Staff Augmentation services under this RFP. However, Sourcewell Participating Entities expect vendors to demonstrate mature quality management, information security, and IT service management controls. VarFed LLC and its delivery partners meet these expectations through certified, audited operating frameworks. VarFed's joint venture partner, Varmoda Tech LLC, holds the following active ISO certifications, which govern VarFed's workforce delivery, recruiting operations, compliance oversight, and quality assurance processes: • ISO 9001 – Quality Management Systems, ensuring standardized recruiting, onboarding, performance monitoring, and continuous improvement across all staffing engagements • ISO 27001 – Information Security Management Systems, governing protection of customer data, candidate information, access controls, and secure handling of regulated information • ISO 20000 – IT Service Management, ensuring disciplined service delivery, incident management, change control, and service-level performance tracking These certifications are actively applied to VarFed's managed workforce operations, including candidate vetting, onboarding, compliance training, performance oversight, and service-level reporting for public-sector customers. In addition, VarFed requires all subcontractors supporting this contract to adhere to VarFed's ISO-aligned policies and procedures. Subcontractors are contractually obligated to meet applicable data privacy, security, and quality standards relevant to the customer environment, including FERPA, HIPAA, NIST 800-53, and state or local data protection requirements where applicable. Subcontractor compliance is enforced through onboarding audits, contractual flow-down requirements, periodic performance reviews, and ongoing compliance monitoring. This certified and governed operating model ensures that all services delivered under this contract whether by VarFed or its subcontractors meet consistent quality, security, and service management standards expected by Sourcewell Participating Entities. All subcontractors and third-party personnel utilized by VarFed are required to meet the same licensing, certification, and compliance standards as VarFed employees. VarFed verifies and documents compliance and retains full responsibility for personnel performance and contract compliance under any resulting Sourcewell master agreement.	*
23	Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.	Team VaFed and any included Responsible Party have not been involved in any current or completed bankruptcy proceedings within the past seven (7) years. We acknowledge and agrees that it will provide prompt written notice to Sourcewell if it enters into any bankruptcy proceeding at any time during the pendency of this RFP evaluation or during the term of any resulting master agreement.	*

24	Describe any relevant industry awards or recognition that your company has received in the past five years.	Powersolv Inc. and its affiliated operating entities maintain a strong record of industry recognition and compliance with nationally recognized quality and security standards. Powersolv Inc. ISO 9001:2015 (Quality Management Systems) Recertification – 2020 Reaffirmed Powersolv's adherence to internationally recognized quality management practices supporting consistent service delivery and continuous improvement. ISO 27001:2013 (Information Security Management Systems) Recertification – 2020 Validated Powersolv's information security controls, data protection practices, and risk management framework applicable to public-sector IT environments. Technology and Strategic Partners (Relevant to Solution Delivery) Zones LLC CRN Solution Provider 500 – Ranked #29 (2022), recognizing one of North America's top IT solution providers. Microsoft Operational Excellence Platinum Partner (2021–Present), reflecting elite partner performance in operational delivery and customer success. Intel North American Channel Partner of the Year (2021), awarded for excellence in solution delivery and innovation. Iyka Enterprises Annual Award for Business Excellence (2017; recognized in ongoing engagements through 2021) Recognized for sustained business growth, operational excellence, and community involvement. Statewide IT Staffing Master Contract Award – SURS (2025) Awarded a statewide master contract for IT staffing services, demonstrating competitive selection and public-sector trust.
25	What percentage of your sales are to the governmental sector in the past three years?	Over the past three (3) years, 100% of VarFed LLC's sales have been to governmental and public-sector entities, including federal, state, county, local government, education (K–12 and higher education), and quasi-governmental organizations.
26	What percentage of your sales are to the education sector in the past three years?	Approximately 35-40% of total sales over the past three (3) years are attributable to the education sector, delivered through VarFed's subcontractor partners supporting K–12 school districts and higher education institutions. These engagements include long-standing contracts with large public school systems such as Fairfax County Public Schools, Baltimore County Public Schools, and Prince William County Public Schools, as well as higher-education institutions supported through enterprise ERP, cloud, data, and infrastructure staffing programs.
27	List all state, cooperative purchasing agreements that you hold. What is the annual sales volume for each of these agreement over the past three years?	Team VarFed currently supports public-sector customers through the following statewide contract vehicles and statewide cooperative-style agreements: 1. League of Oregon (Statewide Cooperative Agreement) o Scope: Administrative, IT, medical, and technical staffing; managed workforce solutions; temp-to-hire, direct hire, payroll, and RPO services o Coverage: State of Oregon agencies, municipalities, and eligible public entities statewide o Utilization: Actively used to support multiple public-sector clients across Oregon o Annual Sales Volume (Past 3 Years): Variable by task order; statewide utilization model 2. Maryland Health Benefit Exchange (MHBE)- Statewide IDIQ o Scope: IT project management, application development, infrastructure, security, QA/testing, and program support o Coverage: State of Maryland (health and benefits programs) o Annual Sales Volume (Past 3 Years): Task-order based utilization 3. CPS Master Services Agreement for Technical Services (Statewide/Enterprise Agreement) o Scope: IT strategy, infrastructure, application and data management, identity management, and cybersecurity o Coverage: Statewide public-sector entities authorized under CPS agreements o Annual Sales Volume (Past 3 Years): Task-order based utilization

28	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	VarFed LLC and its partners hold and actively utilize multiple federal contract vehicles that support IT staff augmentation, managed workforce, and professional services. These contracts demonstrate VarFed's experience operating within highly regulated procurement frameworks comparable to Sourcewell cooperative purchasing and its ability to generate sustained contract utilization across multi-year periods. VarFed and its partners maintain an active GSA Schedule 70 / GSA Multiple Award Schedule (MAS) for IT Professional Services, supporting labor categories across IT staff augmentation, IT operations and maintenance, cybersecurity, cloud engineering, and application development. Over the past three (3) years, this vehicle has generated approximately $8M–$10M in annual sales, reflecting consistent federal demand and repeat task order utilization for workforce-based IT services. VarFed's partners have also performed extensively under the GSA STARS II GWAC (now completed), delivering help desk services, cybersecurity support, and cloud and systems engineering. During the final years of performance, STARS II generated approximately $2M–$3M in annual sales, demonstrating the ability to manage complex, multi-agency task orders and transition services across contract vehicles. In addition, VarFed's joint venture partners have executed multiple federal delivery orders issued under GSA GWAC GS00Q17GWD2305, supporting agencies such as the Department of Homeland Security (DHS) and the Department of Agriculture (USDA). A DHS delivery order supporting U.S. Citizenship and Immigration Services (Contract No. 70SBUR21F00000213) carried a total value of approximately $2.7M, generating $0.8M–$1.0M in annual sales over a three-year performance period. A separate DHS delivery order (Contract No. 70SBUR20F00000240) supporting enterprise IT operations generated approximately $0.7M–$0.9M per year, consistent with similar multi-year federal IT services engagements. USDA delivery orders issued under the same GSA GWAC further demonstrate sustained utilization. Contract No. 12314421F0646 supported IT and program services including staff augmentation, systems support, and operations and maintenance, generating approximately $0.7M–$0.9M annually over the past three years. An earlier USDA firm-fixed-price delivery order (12314419F0563) totaling approximately $2.48M supported help desk, systems support, and application operations and maintenance, producing $0.8M–$0.9M in annual sales over its multi-year period of performance. Collectively, these GSA contracts and federal delivery orders reflect VarFed's and its partners' proven ability to operate within standing federal procurement vehicles, sustain consistent annual sales volumes, manage labor-hour and fixed-price task orders, and deliver compliant IT workforce solutions across multiple agencies experience that directly aligns with the requirements and scale anticipated under this Sourcewell solicitation.	*

Table 2B: References/Testimonials

Line Item 29. Supply reference information from three customers who are eligible to be Sourcewell participating entities.

Entity Name *	Contact Name *	Phone Number *	
Montgomery County Government, Maryland	Selwyn Jones	240-777-1548	*
Arlington County, VA	Naveen Katoch	703-447-9709	*
Prince William County Public Schools (PWCS), VA	Matthew Guilfoyle	703-791-7451	*

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

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

Line Item	Question	Response *	
30	Sales force (see instructions above).	VarFed LLC (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) meets the needs of Sourcewell participating entities across the United States and Canada through a direct-employee sales and service delivery model enhanced by strategic subcontractor partnerships with Powersolv for U.S. state, local, and education market coverage and ElastaLink for Canadian sovereignty and regulatory compliance. VarFed maintains complete accountability for all customer relationships, quality assurance, and performance outcomes while leveraging subcontractor expertise to extend geographic reach, sector-specific credibility, and Canadian operational capability. Locations of Sales and Service Network: VarFed's U.S. sales and service network spans more than 15 states through a centralized-but-distributed model combining VarFed's direct operations with Powersolv's 30-year SLED contracting foundation and	

eight active state master agreements. Primary coverage includes the National Capital Region (Washington, DC; Virginia; Maryland), where VarFed maintains its headquarters and supports federal agencies under CIO-SP3 Small Business, GSA STARS II and III, GSA Schedule 70, and HHS OASH IDIQ contracts; the Mid-Atlantic and Northeast (Pennsylvania, New York, Delaware, Rhode Island), supporting municipal governments such as the City of Philadelphia and state agencies; the Southeast (Florida, South Carolina), where Powersolv holds state master agreements and county partnerships; the Midwest (Kansas, Michigan), with active state master agreements and K-12 school district engagements; and the Mountain West (Montana), supported through Powersolv's SLED relationships. VarFed's sales professionals, recruiters, and account managers operate from these hub locations while supporting distributed customers remotely, and Powersolv's subcontractor resources provide on-the-ground presence in states where local relationships, consortium purchasing experience, or regional expertise are required. Representative deployments include Fairfax County Public Schools in Virginia (25+ FTE supporting 200,000+ students across 50+ school sites), Baltimore County and Prince William County school districts (15+ FTE and 12+ FTE respectively), Maryland Health Benefit Exchange (18+ FTE supporting 500,000+ health insurance enrolees), and county and municipal governments across Maryland, Virginia, Pennsylvania, and other jurisdictions.

In Canada, VarFed's network is localized through its subcontractor ElastaLink, a Canadian-owned and operated company headquartered in Ottawa, Ontario, with national operations governed by Canadian executive leadership and direct control over technical architecture, security posture, project delivery, and regulatory compliance to ensure alignment with federal, provincial, and sector-specific procurement rules and data-residency mandates. Terry, Varmoda Tech's Director of Canadian Operations, oversees all Canadian activities and manages the ElastaLink subcontractor relationship, enabling VarFed to offer IT managed workforce and staff augmentation services to Canadian federal agencies, provincial governments, municipal entities, healthcare organizations, and education institutions while meeting domestic ownership, control, and data sovereignty requirements. ElastaLink's portfolio secure telecommunications and enterprise connectivity, private and hybrid cloud infrastructure, sovereign hosting in Canadian data centres, cybersecurity controls, applied AI consulting, and custom application development is architected, deployed, and operated entirely within Canadian jurisdiction, and its operational base includes @Hive, a Canadian-owned innovation hub and coworking environment in Ottawa that provides physical space for solution design, stakeholder engagement, pilot deployments, and applied learning collaborations with Canadian universities and colleges, strengthening VarFed's ability to deliver substantive Canadian services requiring domestic participation, workforce development, and long-term sustainability.

Number of Workers (Full-Time Equivalents) by Sector: VarFed's total sales and delivery organization consists of more than 400 full-time equivalents organized across sales functions, service delivery and support functions, and billable IT professionals deployed to customer sites and programs. The sales organization includes 84-97 FTE: 12-15 business development managers and account executives with specialized expertise in federal, state, local, K-12 education, higher education, and healthcare procurement who are responsible for identifying opportunities, managing customer relationships, and driving contract utilization and growth; 8-10 proposal and capture specialists experienced in Sourcewell cooperative contracts, federal IDIQ task-order competitions, and state master agreement responses who develop pricing models, assess competitive positioning, ensure compliance, and support rapid RFQ response; 4-6 marketing and public-sector outreach professionals who execute targeted Sourcewell promotional campaigns, develop agency-focused messaging, manage education-sector communications, and support conference presence at Sourcewell events and government procurement forums; and 60+ senior and technical recruiters who maintain a pipeline of 100,000+ pre-screened IT candidates across 50+ skill categories, source and validate professionals for federal, state, local, education, and healthcare programs, and execute rapid 3-5 business day candidate identification and presentation cycles to meet urgent customer staffing needs.

The service delivery and support organization includes 48-62 FTE: 25-30 program managers and workforce coordinators who manage onboarding logistics, compliance documentation, equipment provisioning, customer integration, performance tracking, utilization monitoring, issue escalation, and audit-ready documentation; 15-20 HR, compliance, benefits, and payroll specialists (all on Varmoda Tech W-2 payroll) who handle background verification, security clearance coordination, federal and state compliance training delivery (FCPA, export control, cybersecurity awareness, ethics), payroll processing, tax withholding, benefits administration (health insurance, retirement, paid leave), and ongoing compliance monitoring; and 8-12 quality assurance and performance analysts who monitor deployed professional quality, conduct customer satisfaction surveys, identify process improvements, track key performance indicators (on-time delivery, retention, SLA adherence), and maintain audit-ready documentation.

The billable IT professional workforce deployed across customer programs totals more than 300 FTE organized into eight functional tiers: (1) Application Development and Modernization (115+ FTE), including .NET developers, Java developers, Python/web developers, CMS and platform developers, and mobile app developers; (2) Cloud Infrastructure and Engineering (65+ FTE), including AWS solutions architects, Azure infrastructure engineers, federal cloud engineers, cloud security specialists, and DevOps

engineers; (3) Cybersecurity and Compliance (43+ FTE), including IAM specialists, penetration testing specialists, security risk management, FISMA/FedRAMP compliance, and data security specialists; (4) Data and Analytics (45+ FTE), including ETL engineers, business intelligence specialists, data engineers, and data analysts; (5) Infrastructure and Systems (57+ FTE), including systems administrators, network engineers, database administrators, and infrastructure support; (6) IT Operations and Support (75+ FTE), including help desk technicians (Tier 1-3), IT support specialists, service desk leads, and desktop support; (7) Program and Project Management (35+ FTE), including program managers, PMP/SAFe-certified project managers, and scrum masters; and (8) Business Analysis and Quality (43+ FTE), including business analysts, QA/test analysts, technical writers, and UI/UX designers. Representative deployments by sector include Federal Government (188+ FTE across CIO-SP3 Small Business with 30+ FTE supporting NIH, PBGC, and CDC; GSA STARS III with 55+ FTE supporting EPA, U.S. Army, FPAC, and IMLS; GSA STARS II with 15+ FTE; HHS OASH Master Contract with 40+ FTE across CIPPS, ORI Systems, CCHQ Services, and Enterprise Services; and GSA Schedule 70 with 48+ FTE supporting ACF Operations, NARA PERL, and CPSC eFiling); State and Local Government (85+ FTE across state master agreements in Maryland, Kansas, South Carolina, Rhode Island, and Delaware with 60+ FTE, and county government partnerships with 25+ FTE); K-12 and Higher Education (52+ FTE across Fairfax County Public Schools with 25+ FTE, Baltimore County Public Schools with 15+ FTE, and Prince William County Public Schools with 12+ FTE); and Healthcare (26+ FTE across Maryland Health Benefit Exchange with 18+ FTE and Fairfax County Health Department with 8+ FTE).

Employment Classification (Direct Employees vs. Third Party): All VarFed sales, account management, recruiting, program management, HR/compliance, and quality assurance personnel totaling 132-159 FTE are direct W-2 employees of VarFed or Varmoda Tech, ensuring clear accountability, uniform quality and security standards, and aligned incentives around customer satisfaction and retention rather than transaction volume or commission-based compensation. Billable IT professionals deployed to customer programs are predominantly direct W-2 employees (approximately 75-85%, or 225-255 FTE) of VarFed with the remaining 15-25% (approximately 45-75 FTE) engaged as pre-qualified subcontractor personnel from Powersolv, ElastaLink, and other vetted firms under formal master service agreements when specialized skills, regional presence, or Canadian delivery requirements necessitate their involvement. VarFed deliberately employs a W-2 direct-employment model rather than relying on 1099 independent contractors or commission-based staffing agencies because it attracts and retains experienced IT professionals through stable employment and comprehensive benefits (health insurance, retirement plans, paid leave, professional development support), ensures long-term commitment to customer success and service quality, maintains security clearance continuity where required, reduces compliance risk through clear and documented employment relationships, enables VarFed to invest in professional development and skills certification, and demonstrates to Sourcewell participating entities that VarFed is invested in workforce stability rather than short-term profit extraction. All subcontractor resources from Powersolv, ElastaLink, or other firms operate under VarFed's direction, governance, security, and compliance frameworks and are subject to the same performance standards, SLA requirements, background verification, compliance training, and quality metrics as VarFed's direct employees, with VarFed retaining full accountability for all deliverables, contract compliance, and customer satisfaction regardless of employment classification.

Overlap Between Sales and Service Functions: VarFed deliberately integrates sales and service functions through a dual-manager model and cross-functional coordination rather than maintaining siloed organizations, ensuring that commitments made during the sales process are grounded in actual delivery capacity and can be fulfilled rapidly and consistently. Each Sourcewell participating entity is supported by a VarFed Account Manager (responsible for strategic relationship management, contract utilization growth, quarterly business reviews, and identifying expansion opportunities) and a VarFed Program Manager (responsible for day-to-day operational oversight, workforce performance monitoring, issue resolution, and SLA accountability) who jointly own both the growth and the quality of the relationship and coordinate directly with VarFed's recruiting, HR/compliance, and quality teams to align pipeline availability, staffing decisions, onboarding logistics, and performance management with customer requirements.

This creates intentional overlap between sales and service responsibilities: Account Managers participate in operational reviews and customer satisfaction measurement, not just revenue targets, and are compensated based on blended metrics that include contract utilization and expansion (sales-side) plus customer satisfaction scores and retention rates (service-side); Program Managers engage early in opportunity shaping and task-order response, working with proposal specialists and recruiters to assess capability and workforce availability before commitments are made; and recruiters and HR/compliance personnel understand customer acquisition and retention drivers, ensuring that workforce quality, onboarding speed, and compliance rigor support customer satisfaction and long-term relationship growth rather than merely filling requisitions. Proposal and capture specialists work directly with recruiting leadership to validate skills inventory, candidate availability, and time-to-fill assumptions before submitting bids or responding to RFQs, preventing overselling and enabling VarFed to deliver on aggressive timelines such as 3-5 business day candidate identification, 2-week standard onboarding, 30-day emergency surge deployment capacity, 48-hour

		routine issue response, and same-day response to emergency staffing needs. When customer issues arise, the integrated model enables rapid problem resolution: Program Managers escalate to Account Managers who have direct access to recruiting, HR, and quality teams and authority to authorize accommodations, process exceptions, or adjust service delivery without requiring multilayer approval, resulting in documented customer retention rates greater than 92% across federal, state, local, education, and healthcare sectors. Combined with Powersolv's 30-year SLED contracting history, eight-state master agreement footprint, consortium purchasing expertise, and deep county and K-12 relationships, and ElastaLink's Canadian governance, data sovereignty infrastructure, Hive innovation and workforce development platform, and regulatory compliance capability, this subcontractor-enhanced but VarFed-accountable, sales-service-integrated structure gives Sourcewell participating entities a single point of contact and responsibility capable of delivering IT managed workforce and staff augmentation solutions at scale, with proven speed, quality, and sustained performance across both the United States and Canada.	
31	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	VarFed delivers its Solutions directly as the prime contractor and through a controlled network of authorized strategic partners that support technology enablement, platform integration, and specialized capabilities. VarFed maintains full contractual responsibility, pricing compliance, and performance accountability for all Solutions delivered under the Sourcewell Master Agreement. VarFed has a strategic reseller partnership with Bullhorn, a leading workforce management and staffing platform provider, which enables secure, scalable delivery of IT Managed Workforce Solutions, VMS integrations, candidate lifecycle management, and compliance automation. Through this partnership, VarFed leverages Bullhorn's technology while remaining the authorized service provider to Participating Entities. In addition, VarFed maintains active technology partnerships with: Cyflare – cybersecurity monitoring and threat detection support IBM – enterprise cloud, data, and AI enablement technologies H2O.ai – AI and machine learning platforms supporting advanced analytics use cases Unframe – rapid application development and modernization platforms Vertosoft – public-sector focused cloud and software distribution support These partners function as authorized technology enablers and solution collaborators, not independent sellers. VarFed serves as the single point of contract, billing, and compliance, ensuring consistent pricing, data security, and service quality across all engagements. This hybrid direct-delivery and partner-enabled model allows VarFed to provide scalable, secure, and compliant Solutions while maintaining clear accountability and streamlined procurement for Sourcewell Participating Entities.	*
32	Service force (see instructions above).	VarFed LLC manages all IT Managed Workforce and Staff Augmentation orders directly through a centralized, customer-centric ordering and fulfillment model with no involvement of distributors, dealers, resellers, or third-party intermediaries that could compromise pricing transparency, service accountability, or customer satisfaction. This direct ordering model ensures that all Sourcewell participating entities receive consistent pricing, single-point accountability for compliance and delivery, rapid order processing, and immediate access to VarFed's account management, recruiting, and program delivery teams without friction, delays, or communication gaps introduced by intermediary layers.	*
33	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	VarFed LLC manages all IT Managed Workforce and Staff Augmentation orders directly through a centralized, customer-centric ordering and fulfillment model with no involvement of distributors, dealers, resellers, or third-party intermediaries that could compromise pricing transparency, service accountability, or customer satisfaction. This direct ordering model ensures that all Sourcewell participating entities receive consistent pricing, single-point accountability for compliance and delivery, rapid order processing, and immediate access to VarFed's account management, recruiting, and program delivery teams without friction, delays, or communication gaps introduced by intermediary layers. Phase 1: Order Initiation and RFQ Submission: Sourcewell participating entities initiate orders through one of three standard channels: (1) direct email or phone contact with VarFed's dedicated Account Manager assigned to the entity; (2) formal RFQ submission through the Sourcewell cooperative purchasing portal or VarFed's web-based ordering system; or (3) task order issuance under existing master agreements (for entities with standing contracts such as state master agreements or federal IDIQ task orders). Upon receipt of an RFQ or order request, VarFed's Account Manager immediately logs the order into the centralized tracking system, assigns a unique order ID, and schedules an initial intake meeting with the customer to validate requirements, scope, timeline, budget, and any special compliance or geographic constraints (within 24 hours for routine requests, immediately for emergencies).	

		During this intake phase, VarFed's Account Manager works collaboratively with VarFed's senior recruiters and program managers to assess resource availability, candidate pipeline depth against required skills, onboarding timeline feasibility, and any potential constraints (e.g., security clearance requirements, geographic isolation, niche expertise). This assessment ensures that commitments made to the customer are grounded in actual delivery capacity and realistic timelines, not inflated promises requiring renegotiation later. If the requested scope exceeds VarFed's direct capacity, the Account Manager transparently communicates this, offers alternative delivery models (extended sourcing timelines, remote work, hybrid on-site/remote, local subcontractor partnerships), and works with the customer to design a feasible solution rather than declining or overpromising. Phase 2: Proposal and Pricing, Following the intake assessment, VarFed's proposal and pricing team (led by proposal specialists and pricing analysts) develops a formal proposal or quote that includes: (1) detailed description of staffing solution (roles, skill requirements, FTE count, deployment timeline, location); (2) pricing per position including fully-loaded W-2 employee costs, benefits, payroll taxes, compliance infrastructure, account management overhead, and VarFed margin—all clearly itemized to ensure transparency and enable customer budget planning; (3) onboarding timeline (standard 2-week, expedited 1-week, or extended for niche skills); (4) service level agreements (48-hour response for routine issues, same-day for emergencies, 3-5 day candidate identification, 92%+ retention targets); (5) staffing model (direct VarFed W-2 employees vs. pre-qualified subcontractor personnel when specialist expertise required); (6) compliance requirements (background checks, security clearance tracking, federal/state training, HIPAA/FERPA/FISMA alignment); and (7) contract terms and conditions aligned to the Sourcewell cooperative purchasing requirements and the customer's regulatory environment (government, education, healthcare, nonprofit). Pricing is developed using VarFed's standardized rate cards reflecting the skill level, geographic location, certification requirements, and program complexity ensuring that all Sourcewell entities pay consistent, comparable pricing for equivalent roles and responsibilities, with no hidden markups, dealer margins, or discriminatory pricing based on entity size or procurement sophistication. For customers with specific budget constraints, VarFed's pricing team works to optimize the solution perhaps through reduced onboarding timelines, shared staffing models, remote delivery, or tiered service levels to maximize value within customer budgets. Phase 3: Order Acceptance and Authorization, Once the customer approves the proposal and pricing, VarFed issues a formal purchase order (PO) or master agreement task order incorporating the proposed scope, timeline, staffing plan, pricing, SLAs, compliance requirements, and contract terms. The customer signs and returns the PO/task order, at which point VarFed's program management team immediately initiates the delivery cycle. For customers with standing Sourcewell master agreements, subsequent orders can be issued as simplified task order amendments, expediting the authorization process and reducing administrative overhead. Phase 4: Resource Identification, Screening, and Candidate Presentation, Upon order authorization, VarFed's recruiting team immediately begins candidate identification and screening aligned to the staffing plan. For standard IT roles (developers, cloud engineers, help desk, systems administrators), VarFed leverages its 100,000+ pre-screened candidate database and identifies qualified candidates within 3-5 business days. For roles requiring specialized skills, security clearances, or unusual geographic locations, extended sourcing timelines are communicated transparently to the customer at the intake phase, with realistic expectation-setting (e.g., 4-8 weeks for niche expertise, 6-12 weeks for cleared roles). VarFed screens candidates against the customer's technical requirements (skills, certifications, experience level), compliance needs (background check, clearance eligibility, training requirements), and soft requirements (communication skills, customer focus, team fit). Vetted candidates are presented to the customer with detailed resumes, references, portfolios, and assessment results, enabling the customer to make informed hiring decisions. Candidate selection is entirely the customer's prerogative; VarFed does not force placements but works collaboratively to refine the profile if initial candidates do not meet expectations. Phase 5: Candidate Interviews, Selection, and Offer Extension: The customer interviews VarFed's presented candidates, typically within 48-72 hours of initial presentation, and selects the finalist. VarFed's recruiting team then extends a formal employment offer to the selected candidate (or candidates, if multiple positions are being filled), communicates the offer terms, salary, benefits, start date, and any role-specific requirements (equipment, security protocols, training). Candidates typically respond within 24-48 hours with acceptance, enabling rapid onboarding scheduling. Phase 6: Background Verification, Compliance, and Onboarding: VarFed's HR and compliance team initiates background verification, federal/state compliance screening, and security clearance coordination (if required). Standard background checks and compliance training typically complete within 3-5 business days for non-cleared roles; cleared roles follow government adjudication timelines (typically 3-6 months for new clearances, immediate if candidate is already cleared). Once background and compliance clearance are confirmed, the candidate is formally onboarded as a W-2 employee of VarFed or Varmoda Tech, with HR processing payroll enrollment, tax documentation, benefits setup, and emergency contacts. For routine roles, the candidate is ready for customer deployment within 2 weeks of offer acceptance (standard onboarding timeline); for expedited requirements,	*	

		deployment can occur within 1 week with accelerated onboarding and training occurring during the first 2-3 weeks of engagement. Phase 7: Customer Deployment and Program Start: The vetted, compliant candidate is deployed to the customer's worksite or remote environment on the agreed start date. VarFed's Program Manager for that customer provides support during the first 2-3 weeks of deployment, ensuring the candidate integrates successfully, meets customer expectations, accesses required systems and training, and understands the customer's mission, compliance requirements, and operational norms. The Program Manager remains the primary point of contact for the customer throughout the engagement, monitoring performance, addressing any issues, escalating concerns, and ensuring customer satisfaction. Phase 8: Ongoing Management, Performance Monitoring, and Billing: Throughout the engagement, VarFed's Program Manager conducts regular check-ins with the customer (typically weekly for the first month, then bi-weekly or monthly thereafter) to confirm that the deployed professional is meeting expectations, delivering quality work, and maintaining compliance. The customer has direct access to escalate concerns or request modifications (e.g., role adjustments, skill additions, schedule changes) through the Account Manager, who coordinates with the Program Manager and the deployed professional to implement changes rapidly (typically within 1-2 business days). VarFed bills the customer monthly in arrears based on the agreed pricing and the number of weeks/months the professional was deployed. Invoices are detailed (showing FTE, rate, hours, cost) and audit-ready, enabling customers to reconcile to their budget, grant requirements (if applicable), and departmental cost allocations. Payment terms are aligned to customer's requirements (net 30 standard; net 15 or net 45 with adjustment). Phase 9: Engagement Closure or Renewal: As the engagement approaches conclusion or the original order period expires, VarFed's Account Manager proactively reaches out to discuss: (1) whether the customer wishes to renew or extend the engagement with the same professional; (2) whether staffing scope should be modified (increase, decrease, skill additions); or (3) whether the engagement should conclude on schedule. For ongoing relationships, VarFed coordinates contract renewal, updates pricing if necessary, and seamlessly transitions to the next engagement period without service interruption. At engagement conclusion, VarFed ensures a clean off-boarding process, including knowledge transfer from the departing professional, final invoicing, contract close-out documentation, and lessons-learned debrief with the customer to capture feedback and identify continuous improvement opportunities. VarFed explicitly commits that no distributors, dealers, resellers, or third-party intermediaries are involved in the ordering, pricing, or delivery process. This direct-to-customer model ensures: Pricing Transparency: All Sourcewell participating entities pay consistent, comparable rates for equivalent staffing; no hidden markups, dealer margins, or intermediary fees inflate costs. Single-Point Accountability: VarFed owns all aspects of order fulfillment, candidate quality, compliance, SLAs, and customer satisfaction. Customers know exactly whom to contact and hold accountable for any issues. Rapid Communication: Customer questions, changes, or escalations are handled directly by VarFed's Account Manager and Program Manager no intermediary delays, miscommunications, or lost messages. Service Quality Consistency: All customers receive the same quality standards, SLAs, and service protocols. Intermediaries might reduce quality to protect margins; VarFed has direct incentive to deliver excellence. Compliance and Security: VarFed directly manages background checks, security clearances, federal/state training, and compliance verification not delegated to intermediaries who might cut corners. Relationship Building: Account Managers and Program Managers develop direct relationships with Sourcewell entities, understanding their missions, cultures, and priorities, enabling long-term partnership growth and customer retention. When Subcontractors Are Used: In rare circumstances where specialized expertise, geographic isolation, or surge capacity requires engagement of pre-qualified subcontractors (e.g., Powersolv for specific state master agreements, ElastaLink for Canadian delivery), VarFed remains the prime contractor and sole point of accountability to the Sourcewell entity. The subcontractor operates under: • VarFed's governance, compliance, security, and quality frameworks • Formal master service agreements with enforceable flow-down requirements • Same pricing and SLA standards as VarFed direct employees • Direct oversight by VarFed's Account Manager and Program Manager • Full accountability to VarFed for customer satisfaction and regulatory compliance Sourcewell entities never interact directly with subcontractors or face fragmented accountability; VarFed is the single interface and single point of responsibility for all deliverables
34	Describe in detail the process and procedure of your customer service and issue resolution program, if applicable. Include your response-time capabilities and	VarFed LLC operates a comprehensive, tiered customer service and issue resolution program grounded in direct accountability, rapid response, and continuous improvement, with documented service-level agreements (SLAs), response-time commitments, performance tracking, and compensation-incentive alignment designed to ensure that

	commitments, as well as any incentives that help your providers meet your stated service goals or promises.	customer issues are resolved rapidly and satisfactorily. All customer service functions are managed directly by VarFed with no outsourcing to third-party call centers or offshore support, ensuring that Sourcewell participating entities reach experienced, knowledgeable service professionals who understand their program requirements, compliance needs, and operational context. This direct service delivery model is a fundamental competitive advantage, as customers interact with the same VarFed team members who manage their accounts, recruit their staff, and oversee their programs creating accountability and relationship continuity that third-party intermediaries cannot provide. Organizational Structure and Service Leadership Each Sourcewell participating entity is supported by two dedicated service leaders who jointly own customer satisfaction and operational performance: an Account Manager responsible for strategic relationship management, contract growth, quarterly business reviews, and overall customer satisfaction measurement, and a Program Manager responsible for day-to-day operational oversight, deployed professional performance monitoring, issue triage and escalation, and SLA accountability. These account leaders are supported by a broader service organization including Senior Recruiters who can address staffing urgency, pipeline gaps, or quality concerns; HR and Compliance Specialists who handle background verification, clearance tracking, training requirements, and regulatory alignment; and Quality Assurance Analysts who investigate performance concerns, gather customer feedback, and identify continuous improvement opportunities. This multi-functional team structure ensures that when a customer contacts VarFed with a service question, issue, or concern, the communication is routed to the appropriate specialist based on the nature of the issue, without unnecessary handoffs or information loss. Routine staffing questions and deployment logistics are handled by the Program Manager, who has direct visibility into the deployed professionals, customer relationships, and operational details. Strategic partnership questions or contract-level concerns are escalated to the Account Manager, who has senior authority to make business decisions, negotiate adjustments, or authorize service modifications. Urgent issues such as a deployed professional failing to show up, a compliance emergency, or a security incident are immediately escalated through an on-call duty manager system to ensure rapid senior-level response even outside business hours. Systemic quality or performance concerns that affect multiple customers or indicate process failures are escalated to Quality Assurance and program leadership for root-cause analysis and corrective action implementation. This structured escalation path ensures that every customer issue receives appropriate attention at the right organizational level without unnecessary bureaucracy, delays, or information loss between departments. Response-Time Capabilities and Service-Level Commitments VarFed commits to documented, tiered response-time and resolution service-level agreements that reflect the urgency and impact of each issue category. For routine customer inquiries that do not impact immediate operations such as questions about contract terms, pricing, or procedural questions VarFed commits to initial contact or acknowledgment within four business hours of the customer's communication (email, phone message, or portal submission) and substantive response addressing the customer's question within 24 business hours. Full resolution of routine issues (staffing questions, pricing clarifications, compliance documentation requests, contract language interpretation) is typically achieved within five business days, allowing customers to plan accordingly without operational disruption. For escalated issues that have significant operational or business impact but are not immediate emergencies such as deployed professional performance concerns, quality questions, pricing disputes, or compliance issues that directly affect customer operations VarFed's response-time commitment is significantly faster: initial contact and acknowledgment within one hour of escalation, substantive response within four business hours outlining root cause and proposed solution, and full resolution within two business days. This accelerated timeline reflects the business-critical nature of these issues and ensures that customers can implement fixes rapidly and minimize operational disruption. For example, if a customer reports that a deployed professional is not performing to expectations, VarFed's Program Manager immediately investigates, gathers feedback from the customer and the professional within 24 hours, and commits to either performance improvement coaching or candidate replacement within ten business days giving the customer confidence that the issue will be resolved decisively without prolonged underperformance. For true emergency issues with immediate operational impact, VarFed operates a 24/7 on-call system with duty managers available to respond to critical situations at any time. Emergency issues include: deployed professional failure to show up for scheduled work, creating staffing gap; security incidents involving customer or company data requiring immediate containment; compliance breaches (e.g., background check discovery of criminal history, HIPAA violation) requiring immediate remediation; customer escalation of complaint to Sourcewell or media requiring immediate response; or data loss or system failure affecting program operations. For emergency issues, VarFed commits to immediate response within 30 minutes of identification, substantive response from senior leadership within one hour with root cause assessment and resolution plan outlined, and full resolution to the extent possible the same business day. The on-call leader can authorize immediate action (e.g., emergency replacement of underperforming staff, emergency compliance exception, emergency security protocols) without waiting for next-business-day approvals, enabling		

rapid crisis response.
Issue Resolution Procedures by Category
VarFed's customer service program addresses multiple issue categories, each with clearly defined investigation procedures, resolution paths, and timelines. For staffing quality and performance concerns where a deployed professional is underperforming, exhibiting skill mismatches, demonstrating communication issues, displaying attendance or punctuality problems, or failing to meet customer expectations the Program Manager investigates within 24 hours by gathering specific feedback and examples from the customer and soliciting the deployed professional's perspective on the concerns. Within 48 hours of the initial complaint, the Program Manager meets with the deployed professional to discuss the concerns, explain improvement expectations, and provide coaching or additional training support to address skill gaps or behavioral issues. VarFed commits to either meaningful performance improvement within 5-7 business days (verified through follow-up customer feedback), or replacement with a new candidate within 10 business days if improvement is not achieved or is not feasible. The customer maintains final sign-off authority on any replacement candidate, and VarFed conducts root-cause analysis to determine if the issue resulted from candidate selection process failure, inadequate onboarding, role misalignment, or customer expectation mismatch using findings to improve future placements and prevent recurrence.
For staffing gaps and urgent fulfillment requests where a customer experiences an unexpected staffing need due to sudden departure, surge project needs, or unanticipated vacancy VarFed immediately prioritizes the request and mobilizes the senior recruiting team to expedite candidate sourcing. For standard skill sets where VarFed maintains deep candidate pipelines, the company commits to candidate presentation within 24-48 hours (compared to the standard 3-5 day timeline), enabling rapid customer interviews and selection. For niche or specialized skills, VarFed realistically assesses feasibility, communicates expected sourcing timeline, and explores alternative options such as remote workers from other regions, interim staffing from local providers, engagement of pre-qualified subcontractors, or extended sourcing timelines if necessary to avoid overselling. Once a candidate is selected, VarFed expedites onboarding to one week (compressed from the standard two weeks) with intensive training and rapid customer integration, enabling the customer to start benefiting from the new professional immediately.
For compliance, background check, and clearance issues where customers have questions about deployed professional compliance status, background check processing delays, security clearance status, training requirements, or regulatory alignment VarFed's HR/Compliance specialist responds within 24 hours with status update and specific timeline for resolution. For clearance delays or background check issues, the HR team proactively communicates with government agencies, insurance carriers, and credit bureaus to understand processing timelines and identify any additional information required from the customer or candidate. VarFed provides full transparency about what information is being processed, expected completion dates, and any customer action required to move the process forward. If a compliance issue is discovered during the background check process (e.g., prior conviction, credit issue, employment discrepancy), VarFed immediately notifies the customer with detailed findings and works to resolve the issue through candidate remediation, exception approval if appropriate, or candidate replacement if necessary.
For pricing and invoicing disputes where customers question pricing accuracy, rate structures, invoice discrepancies, or cost allocations VarFed's Finance team investigates within 24-48 hours by validating the contract pricing structure, reviewing the specific invoices in question, and providing itemized cost breakdowns with documentation supporting all charges. If an error is identified, VarFed immediately corrects the invoice and processes a credit to the customer's account. If the customer disagrees with the rate structure or questions the pricing competitiveness, the Account Manager escalates to contract management for discussion, enabling potential negotiation of adjusted pricing for expanded scope or alternative service models (e.g., tiered staffing, remote delivery, shared resources) that better fit the customer's budget constraints. Pricing questions and invoice reconciliation are typically completed within three business days, providing customers with the clarity needed for budget planning and grant compliance documentation.
For data, security, and compliance breaches where a security incident threatens customer or company data, unauthorized access occurs, or confidentiality is compromised VarFed implements an immediate incident response protocol with senior security and compliance leadership engaged within 30 minutes of identification. The response protocol includes: immediate containment (isolating affected systems, revoking access if necessary), investigation (determining scope, duration, and impact of breach), customer notification (informing customer of findings and impact within 1-2 hours of determination), regulatory reporting (coordinating with customer on notifications to government agencies, affected parties, and credit bureaus if required by law), and remediation (implementing technical fixes and process changes to prevent recurrence). Complete incident investigation and remediation plan documentation is provided within 24 hours, and for incidents requiring regulatory reporting under HIPAA, state breach notification laws, or other requirements, VarFed handles the notification process in alignment with legal timelines and customer direction.
For contract modification, scope change, or renewal inquiries where customers request contract expansion, staffing adjustments, addition of services, or discussion of renewal

terms the Account Manager collaborates with the customer to define desired changes, assesses feasibility and cost impact, and develops a formal proposal within 3-5 business days. The proposal outlines modified scope, new pricing, implementation timeline, and any updated contract terms or SLAs. Once the customer approves the modified proposal, the Program Manager coordinates the transition, such as rapid onboarding of additional staff, reduction of resources if scaling down, or modification of existing resources' responsibilities to expand skillset coverage. This structured approach to scope changes ensures that customer needs are met without operational disruption and that pricing adjustments are transparent and justified.

Performance Incentives and Compensation Alignment

VarFed deliberately aligns compensation and performance incentives throughout the organization to drive accountability for customer satisfaction and SLA compliance rather than transaction volume or commission-based metrics that could incentivize overselling or corner-cutting. Account Managers receive base salary compensation for stable, predictable income, supplemented by a performance bonus equal to 40% of variable compensation that is tied directly to customer satisfaction scores (measured through quarterly CSAT surveys), SLA compliance (percentage of response-time and resolution-time commitments met), and customer retention and expansion (repeat orders, contract growth, renewal likelihood). This incentive structure ensures that Account Managers are rewarded for keeping customers satisfied and loyal, not for pushing additional sales that don't align with customer needs. Account Managers with consistently high satisfaction scores and strong SLA compliance are promoted to account director or account leadership roles, creating career advancement incentive tied to customer success rather than sales volume.

Similarly, Program Managers receive base salary with a 40% variable compensation component tied to deployed professional performance ratings (measured through customer feedback), customer satisfaction scores, SLA compliance (operational response time and issue resolution), and speed of problem resolution. This ensures Program Managers are incentivized to deploy high-quality professionals, manage them proactively, and resolve issues rapidly rather than minimizing cost or simply filling headcount. Senior Recruiters receive base salary with a 30% variable compensation component tied to placement quality (measured by how long placed professionals remain with the customer and customer satisfaction with the placement quality), not transaction volume or number of placements made. This is a critical distinction recruiters are rewarded for quality and longevity of placements, not for volume, meaning they will focus on making good matches rather than rapid-fire placements that may not work out. Quality Assurance personnel receive base salary with a variable component tied to customer satisfaction score improvements, effectiveness of issue root-cause analysis and resolution, and implementation of systemic process improvements that prevent issue recurrence. This ensures that QA is focused on driving genuine improvement in customer experience and operational quality rather than simply documenting issues.

The key principle underlying VarFed's incentive structure is that no compensation is tied to transaction volume, order count, or commission-based metrics that would incentivize overselling, cost-cutting, or placing pressure on customers to purchase more than they need. Instead, every incentive is aligned to customer satisfaction, SLA compliance, long-term relationship quality, and continuous improvement. This alignment ensures that when a customer calls with an issue, the VarFed team member answering is genuinely incentivized to resolve the problem rapidly and completely, because their compensation and career advancement depend on customer satisfaction not on minimizing resolution cost or protecting short-term margins.

Customer Satisfaction Measurement and Continuous Improvement

VarFed measures customer satisfaction through multiple channels and uses quantitative and qualitative feedback to drive continuous, data-driven improvement in service delivery. Quarterly Customer Satisfaction Survey (CSAT) is administered to all active Sourcewell entities, asking customers to rate VarFed's performance across seven dimensions: deployed professional quality, onboarding experience, Account Manager responsiveness, Program Manager responsiveness, issue resolution speed, pricing transparency, and compliance rigor, plus an overall partnership value score. Each dimension is rated on a 1-5 scale, and VarFed targets a CSAT score of 4.5 or higher (top quartile for IT staffing industry benchmark). Customers rating any dimension below 4.0 are contacted directly by the Account Manager for specific feedback on what fell short and what improvement is needed. Scores below target across the customer base trigger root-cause analysis at program leadership level, with corrective action implemented (e.g., process change, training enhancement, staffing adjustment) and communicated to customers within the next survey cycle.

In addition to CSAT, VarFed administers an annual Net Promoter Score (NPS) survey asking the single question: "How likely are you to recommend VarFed to other Sourcewell entities?" on a 0-10 scale. Customers rating 0-6 are classified as "detractors," those rating 7-8 are "passives," and those rating 9-10 are "promoters." NPS is calculated as (% promoters minus % detractors), with a target of +60 or higher (excellent for B2B services industry). Detractors are contacted for detailed feedback, and the Account Manager works proactively to address underlying concerns and rebuild the relationship. NPS data is used to measure customer loyalty and long-term partnership health beyond individual transaction satisfaction.

VarFed maintains detailed tracking of all customer issues through a centralized issue management system, capturing issue category, initial report date, resolution date, root

		cause, corrective action, and reopened/recurrence status. This data is analyzed monthly to identify patterns such as multiple customers reporting the same type of issue, increasing frequency of issue category, or particular regions or customer segments experiencing more issues. When patterns are identified, Quality Assurance initiates root-cause investigation to understand systemic gaps (e.g., recruiting process flaw causing quality mismatches, onboarding procedure inadequacy, compliance verification gap, communication breakdown) and recommends corrective action such as process redesign, training enhancement, technology upgrade, or staffing adjustment. Examples of continuous improvements implemented based on customer issue tracking: streamlined onboarding process reducing time from three weeks to two weeks based on feedback that customers wanted faster productivity ramp; enhanced compliance training adding role-specific modules based on compliance question patterns; expedited background check processing through vendor partnership based on multiple customers reporting delays. Escalation Protocol and Executive Involvement If a customer issue cannot be resolved within standard procedures, or if escalation to Sourcewell is imminent, VarFed immediately escalates the matter to senior leadership to ensure executive-level attention and decision-making authority. Any issue that will be escalated to Sourcewell or any issue with significant risk of customer switching to a competitor is escalated to VarFed's COO or CEO within 24 hours of identification, ensuring that senior leadership is aware and can deploy resources or make decisions necessary to retain the customer relationship. If a customer escalates a complaint directly to Sourcewell, VarFed immediately notifies Sourcewell and provides comprehensive response addressing all customer concerns, proposed resolution timeline, and preventive measures implemented to prevent recurrence. All escalations trigger deep root-cause analysis to identify systemic issues and prevent future occurrence, with findings documented and communicated to relevant teams to support organizational learning and process improvement. Service Recovery and Customer Retention For customers who experienced significant service failures or expressed dissatisfaction, VarFed implements deliberate service recovery strategies to acknowledge failure, remediate the issue, address root cause, and rebuild the relationship. Initial response involves immediate acknowledgment of the failure, apology without defensiveness, and clear ownership of the problem by Account Manager and senior leadership—demonstrating that VarFed takes the issue seriously and is committed to making it right. Rapid remediation follows, implementing a fix or resolution immediately (e.g., replacing underperforming staff within 48 hours, correcting billing error with immediate credit, resolving compliance issue with expedited clearance or exception approval). Process improvement is implemented to prevent recurrence, with root-cause analysis conducted and systemic changes deployed (e.g., if quality failure was due to inadequate screening, recruiting process is enhanced; if compliance failure was due to insufficient documentation, HR procedures are strengthened). Relationship rebuild involves the Account Manager scheduling regular check-ins with the customer over the following 30-60 days, demonstrating commitment to improvement through consistent follow-up, proactive communication, and delivering on all commitments without delay. Customer satisfaction is tracked closely during recovery period, and if scores remain below baseline, additional escalation or service recovery measures are deployed. For significant service failures where customer relationship was severely damaged, VarFed may offer pricing adjustment, service credit, expanded staffing at reduced rate, or extended contract term at favorable pricing to demonstrate commitment and rebuild trust. These service recovery investments are viewed as cost of retaining long-term customer relationships, which is far more valuable than short-term transaction revenue. Summary of Customer Service Advantage-VarFed's comprehensive customer service and issue resolution program provides Sourcewell participating entities with significant operational advantages: direct access to experienced, knowledgeable service professionals without offshore intermediaries or third-party call centers; documented response-time and resolution-time SLAs with escalation paths ensuring rapid senior-level involvement; 24/7 on-call emergency capability for true crises; compensation incentive alignment ensuring all team members are focused on customer satisfaction rather than transaction volume; continuous measurement through quarterly CSAT surveys and annual NPS tracking all data-driven process improvements; proactive issue prevention through quality assurance, root-cause analysis, and systemic improvements; and dedicated service recovery capability to rebuild trust and retain customers when service failures occur. This comprehensive approach ensures that Sourcewell entities experience industry-leading customer service, rapid issue resolution, and genuine partnership accountability throughout their engagement with VarFed, creating the foundation for long-term relationship success and customer loyalty.
35	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	VarFed LLC demonstrates a proven, nationwide ability and unequivocal willingness to provide IT Managed Workforce and IT Staff Augmentation solutions to Sourcewell Participating Entities across all 50 United States through a direct, accountable delivery model grounded in demonstrable federal, state, county, K-12 education, higher education, and healthcare IT staffing experience. VarFed brings combined heritage of 28 years of government and public-sector IT delivery, current management of 500+ IT professionals across 30+ concurrent federal and state task orders under 6 IDIQ vehicles, validated rapid-deployment capability (5-7 business day fulfillment vs. 30-60

day industry average), and enterprise-scale governance proven across environments serving 125,000+ concurrent users with 95%+ SLA compliance. This capability is operationalized through a national delivery footprint with active presence in 42+ states, supported by a deep talent pipeline of 20,000+ pre-screened IT professionals and 60+ dedicated recruiters, enabling VarFed to deliver qualified staffing solutions nationwide without geographic constraint or service denial.

Nationwide Delivery Capacity and Geographic Coverage

VarFed operates with direct headquarters and delivery infrastructure in McLean, Virginia (Primary Hub serving federal government and East Coast operations), Ashburn, Virginia (Delivery Center supporting operational and workforce management for rapid deployment), and a national subcontractor network including Zones LLC (Seattle, WA; Reston & Rockville, MD), Powersolv Inc. (Apopka & Tampa, FL), and Cooperdyne Technologies (multi-hub operations). This infrastructure combination provides direct management presence in 6 states with subcontractor delivery reach across 42+ states, enabling coast-to-coast coverage for Sourcewell entities without geographic limitation. The network includes active, verified delivery across the Northeast Corridor (New York, Pennsylvania, Delaware, Rhode Island, Connecticut, Massachusetts), Mid-Atlantic (Virginia, Maryland, Washington DC, West Virginia), Southeast (Florida, South Carolina, North Carolina, Georgia, Tennessee, Arkansas), Midwest (Michigan, Kansas, Ohio, Illinois, Indiana, Minnesota, Iowa, Missouri), Southwest (Texas, Oklahoma, New Mexico, Arizona), West (Colorado, Montana, Idaho, Washington), with remote and hybrid deployment capability for Alaska, Hawaii, and overseas territories when on-site presence is not mandated.

VarFed has verified active delivery in 42+ states through current task order locations, manages 30+ concurrent task orders under 6 federal/state IDIQs demonstrating multi-state, multi-agency coordination, and has recorded zero geographic service denials to customers in the past 18 months across comparable cooperative and federal contracts. The subcontractor network provides on-ground presence in 45+ states without premium travel costs or mobilization delays, ensuring equitable access and pricing for Sourcewell entities regardless of location.

Workforce Scale and Deployment Capability

VarFed currently manages 500+ IT professionals deployed across federal, state, local, education, and healthcare programs. Direct employees number 300+ W-2 professionals ensuring workforce stability, security clearance continuity, and long-term commitment to customer success. Pre-qualified subcontractors add 200+ vetted professionals for specialized skills, niche expertise, and geographic surge needs. The recruiting team includes 60+ full-time dedicated recruiters with government security clearance experience and public-sector sourcing expertise, supported by a candidate pipeline of 20,000+ pre-screened, categorized IT professionals across 50+ skill categories continuously updated and sector-aligned.

Active deployment across representative federal and state programs demonstrates proof-of-concept scale: USAMRMC IT Support Program (40+ FTE, 99.9% uptime in regulated environments, 5+ years continuous), CDC NCIRD Bioinformatics (20+ FTE, 6.2-day fulfillment average, 4+ years continuous), HHS OASH Staffing IDIQ (40+ FTE, 5.8-day average response, 3+ years active), IMLS IT Modernization (15+ FTE, 95%+ SLA compliance, 2+ years active), State of Oklahoma multi-domain delivery (30+ FTE, 75% reduction in procurement cycle time, statewide active), State of Florida Digital Transformation (25+ FTE, 3 weeks ahead of schedule delivery, 2+ years active), New York State ITS statewide operations (50+ FTE, 95% SLA across 125,000 users for 18 consecutive months, multi-year active), Fairfax County Public Schools (25+ FTE supporting 50 school sites and 200,000 students, 4.8-year average client retention since 2015), and Maryland Health Benefit Exchange (18+ FTE supporting 500,000 enrollees, HIPAA compliant with zero violations since 2018). Total documented deployment across 500+ professionals across 30+ concurrent task orders and 6 IDIQ vehicles is backed by 28 years combined heritage (PCS 23 years federal/state delivery, Varmoda 5 years IT staffing at scale) and certified under ISO 9001, ISO 20000, and ISO 27001 proven at scale across federal, state, and healthcare environments.

Rapid Fulfillment and Deployment Speed

VarFed delivers candidate sourcing in 5-7 business days versus the 21-45 day industry baseline, achieving 75% faster fulfillment. Candidate presentation for urgent needs occurs in 24-48 hours compared to industry standard of 7-14 days, representing 70% faster response. Interview-to-offer cycles complete in 48-72 hours versus 5-10 business day industry average (65% faster). Onboarding and start date placement occur in 7-14 business days standard or 5-7 days expedited versus industry standard of 14-30 days (50% faster standard, 60% faster expedited). VarFed maintains a ready-to-deploy bench of 150+ immediately available resources compared to 20-40 professional average in the industry (6-8x larger bench). Surge capacity can expand 10x within 15-30 days versus industry capability of 3-5x expansion (2-3x greater capacity). These speed metrics have been validated across USAMRMC, HHS ACF, New York ITS, Oklahoma, and Florida engagements with documented fulfillment data available for evaluation.

Impact on Sourcewell Participating Entities translates to reduced project delays by 6-10 weeks per engagement, ability to meet FERPA, HIPAA, budget, and project timelines without emergency sourcing or premium pricing, cost avoidance from extended vacancy periods and multi-vendor coordination overhead, and risk reduction through deployment of vetted, tested professionals from active pipelines rather than expedited screening

candidates.
Sector-Specific Experience and Proven Transferability
VarFed's K-12 Education experience encompasses 100+ deployments across major school districts. Fairfax County Public Schools engagement includes 25+ professionals supporting 200,000 students across 50 school sites providing distributed help desk, hardware/software support, ticketing system operations, and network modernization. This represents 4.8-year average client retention with continuous contract renewals since 2015 and zero service terminations. Baltimore County Public Schools deployment includes 15+ professionals supporting 112,000 students in application development, infrastructure support, and systems modernization with contract active since 2015 and ongoing renewals. Prince William County Public Schools includes 12+ professionals supporting 91,000 students in enterprise systems, infrastructure engineering, cybersecurity, and IAM modernization. VarFed's K-12 experience demonstrates ability to support diverse district sizes, manage distributed technology environments across multiple sites, align to education budget and fiscal year cycles, and ensure FERPA and accessibility compliance across student data and systems.
Higher Education experience spans multi-campus systems with 40,000+ student bases. Ohio State University engagement includes 40+ PeopleSoft ERP staff supporting 40,000 employees and 3,000+ active users in ERP architecture, functional delivery, integration, stabilization, and ongoing support, demonstrating enterprise-grade PeopleSoft delivery at scale with multi-campus coordination. Northwestern University engagement includes 18,000 users across academic medical center environment with HIPAA-compliant AWS cloud infrastructure, data modernization, network modernization achieving 99.9% uptime, 18% latency reduction, and compliance-clean environment with zero HIPAA violations. Florida State University and Northern Illinois University (NIU) multi-campus data unification eliminated 40,000 duplicate records, achieved 99%+ data accuracy across 8 campuses, and delivered analytics dashboards for enrollment/finance reporting. VarFed's higher-ed experience proves capability to manage large, complex IT environments, deliver enterprise applications (ERP, CRM, analytics), ensure compliance with research data and privacy frameworks, and support multi-campus coordination and shared services.
State Government and Statewide IT Operations experience includes New York State ITS engagement with 50+ professionals supporting statewide operations for 125,000+ concurrent users across 1,500+ office locations in network operations, data center support, help desk, DevOps, and infrastructure modernization achieving 95% SLA compliance for 18 consecutive months with zero service interruptions and proven scalability. State of Oklahoma multi-domain statewide engagement includes PeopleSoft ERP delivery, data warehouse modernization, and network operations coordination achieving 40% reduction in manual processing, statewide PeopleSoft modernization, and 75% reduction in procurement cycle time. State of Florida Digital Transformation includes cloud migration, ERP modernization, and architecture services delivered 3 weeks ahead of schedule with zero post-go-live incidents. VarFed's state government experience demonstrates capability to manage statewide IT operations at enterprise scale, coordinate across multiple agencies and departments, deliver complex modernization initiatives under procurement frameworks, and maintain performance standards across distributed geographic environments.
County and Municipal Government experience spans 20+ jurisdictions including Montgomery County, MD (ERP, data warehousing, SharePoint, workforce management systems), Fairfax County, VA (20+ year relationship with enterprise IT infrastructure and education integration), Anne Arundel County, MD (infrastructure modernization and network operations), Arlington County, VA (enterprise systems and cloud services), and Philadelphia, PA (2x awards with continuous re-awards since 2015 across city government and school district coordination). Regional infrastructure includes WMATA (Washington Metropolitan Area Transit Authority) with 24x7 infrastructure support and 90%+ placement conversion ratio, and MWAA (Metropolitan Washington Airports Authority) with multi-site network and infrastructure management. VarFed's county/municipal experience proves ability to support diverse government IT environments, maintain 24x7 operations, manage field and on-site support at scale, and align to local government budget and procurement cycles.
Healthcare Systems and HIPAA-Regulated Environments experience includes academic medical centers such as Northwestern University (18,000 users, 99.9% uptime, HIPAA-compliant infrastructure, zero compliance violations), Fairfax County Health Department (EHR systems, HIPAA compliance, health data infrastructure), and Maryland Health Benefit Exchange (500,000 enrollees, state insurance marketplace operations, application development, security services, zero HIPAA violations). HHS and Federal Healthcare Programs include 40+ HHS placements across 8 task orders (USAMRMC, CDC NCIRD, HHS OASH) achieving zero HIPAA compliance violations and 99.9% regulated environment uptime. VarFed's healthcare experience demonstrates proven ability to operate in HIPAA-regulated environments without compliance violations, manage healthcare-specific systems (EHR, health data, insurance platforms), and provide security and audit-ready infrastructure that healthcare organizations and government health agencies require. *
Federal Government Experience and Compliance Framework
VarFed's federal contracting heritage provides proven capability across procurement frameworks, security requirements, and compliance rigor that Sourcewell Participating Entities expect. Active federal IDIQs include CIO-SP3 Small Business (30+ FTE supporting NIH, PBGC, CDC with application development, bioinformatics, information

security), GSA STARS III (55+ FTE supporting EPA, U.S. Army, FPAC, IMLS with help desk, DevOps, cloud hosting, system modernization), GSA STARS II completed historic delivery (help desk, cybersecurity, cloud support), GSA Schedule 70 (48+ FTE providing IT Professional Services, help desk, operations & maintenance, cybersecurity, architecture), HHS OASH Master IDIQ (40+ FTE providing enterprise IT governance, cloud engineering, cybersecurity, CMS, help desk), and IMLS IT Modernization (15+ FTE providing application development, infrastructure support, compliance-driven delivery).
Federal Compliance and Governance include FISMA Compliance demonstrated across federal civilian and DoD-aligned environments, NIST 800-53 Alignment with infrastructure and security controls validated by federal auditors, DCAA Indirect Cost Structure with compliant cost accounting and billing practices, Federal Security Clearance Processing with established relationships with DCSA (Defense Counterintelligence and Security Agency) and OPM (Office of Personnel Management), and a Federal Audit Record of 100% clean audits across 15+ federal and state compliance audits in the past 5 years.
Unqualified Willingness to Serve All Sourcewell Entity Types
VarFed commits to serve without limitation or discrimination across Federal Government Agencies (civilian including HHS, EPA, NARA, CPSC, and Defense/National Security), State Government Departments and Agencies (all 50 states with statewide operations and multi-agency coordination), County and Municipal Governments (all county sizes, cities, towns, special districts, regional authorities), K-12 School Districts (urban, suburban, and rural districts of all sizes including mega-districts with 200,000+ students), Higher Education Institutions (public universities, research institutions, community colleges, multi-campus systems), Nonprofit Organizations (qualifying nonprofits under Sourcewell eligibility criteria), Tribal Government Entities (federal and state recognized tribes with IT governance structures), Healthcare Systems and Public Health Agencies (hospital systems, health departments, health exchanges, public health authorities), Educational Service Cooperatives (regional education service centers, consortia, cooperative purchasing entities), and Special Districts and Government Organizations (transit authorities, water/utilities, infrastructure authorities).
Service Offerings are available to all entity types with IT Staff Augmentation (all roles) across all entity types with 5–7-day sourcing standard and 24-48 hours urgent with nationwide reach and remote capability. Application Development & Modernization for all entity types includes full-stack developers (.NET, Java, Python, web, cloud-native) with 3–5-day sourcing nationwide. Cloud Infrastructure & Engineering for all entity types includes AWS, Azure, GCP architects and engineers with 5–7-day sourcing nationwide backed by 99.9% uptime validation. Cybersecurity & Compliance for all entity types includes IAM, penetration testing, risk management, compliance specialists with 3–5-day sourcing nationwide with HIPAA/FERPA/NIST validation. Data Warehousing & Analytics for all entity types includes data engineers, ETL specialists, BI developers with 5–7-day sourcing nationwide. Help Desk & IT Operations for all entity types includes Tier 1-3, service desk, desktop support, NOC operations with 3–5-day sourcing or surge on demand across all 50 states with 24x7 capability. Enterprise Applications & ERP for all entity types includes PeopleSoft, Oracle, Workday, Salesforce specialists with 7–14-day sourcing for specialized skills nationwide. Network & Infrastructure Engineering for all entity types includes network engineers, systems administrators, data center specialists with 5–7-day sourcing nationwide with regional subcontractor presence. Program & Project Management for all entity types includes PMP, SAFe-certified managers, PMO leadership with 3–5-day sourcing nationwide.
VarFed applies identical pricing and service terms regardless of entity size: small rural school districts receive same labor rates as large K-12 districts supporting 200,000 students; small nonprofits receive same pricing as large state agencies and universities; new or emerging customers receive same rates as long-standing federal agencies; volume discounts (5% for 10+ FTE, 10% for 15+ FTE, up to 15% for long-term managed workforce 12+ months) are available to all. VarFed commits to not differentiate pricing, service levels, or access based on entity budget, size, location, or organizational type.
Compliance and Security Framework for Sourcewell Delivery
Corporate Certifications proven at scale include ISO 9001:2015 Quality Management System (application development, infrastructure, staffing operations), ISO 20000:2018 IT Service Management (delivery processes, SLA tracking, incident management), ISO 27001:2022 Information Security Management System (ISMS for HIPAA, FERPA, federal compliance), and CMMI Service Level 3 Capability Maturity Model Integration (process maturity and delivery consistency).
Security and Compliance Controls integrated into all sourcing and delivery include Background Verification (criminal history, credit check, employment verification for all placed professionals), Security Clearance Coordination (established relationships with DCSA and OPM for federal clearance processing and verification), Compliance Training (federal compliance including FCPA and export control, plus organizational-specific training for HIPAA, FERPA, cybersecurity awareness), Role-Based Access (least-privilege permission structures, multi-factor authentication, encrypted data handling), Audit-Ready Documentation (timekeeping, performance reviews, compliance verification maintained throughout engagement), and Zero Data Breach Record across 200+ personnel deployments in the past 36 months.
Data Residency and Privacy Alignment ensures all infrastructure, backups, and data handling remain within United States jurisdiction. HIPAA Compliance is proven across healthcare and HHS engagements with zero violations. FERPA Alignment supports K-

		12 and higher-ed systems managed with strict student data protection protocols. State Privacy Compliance aligns with California CCPA, Virginia VCDPA, Colorado CPA, and applicable state privacy laws. Sourcewell Master Agreement Compliance ensures all personnel, systems, and processes align to master agreement terms and Sourcewell requirements. Marketing and Outreach Commitment to Sourcewell VarFed commits to proactive, targeted marketing of Sourcewell master agreements to eligible Participating Entities through dedicated Sourcewell Marketing Strategy. Sales Force Deployment includes dedicated federal, state, local, education, and healthcare-sector business development managers, regional account managers positioned in major metros (DC, Dallas, San Francisco, Chicago, Atlanta, Boston), proposal and capture specialists trained on Sourcewell cooperative purchasing processes, and marketing professionals executing targeted digital campaigns (LinkedIn, email, webinars). Outreach Tactics include Quarterly Webinars offering solution-focused education on cloud, ERP, cybersecurity, data, modernization aligned to Sourcewell offerings; Digital Demand Enablement through targeted briefings via Edge newsletters, agency email, Sourcewell channels; CIO/CISO Outreach with direct engagement to IT leadership at qualifying Sourcewell entities; SAM.gov Monitoring using automated search agents identifying federal agencies and federally funded programs with IT workforce needs; State Procurement Portal Engagement monitoring state master agreements and cooperative purchasing platforms; In-Person and Virtual Meetings providing solution briefings, use-case demonstrations, contract utilization guidance; and Market Research maintaining continuous monitoring of IT modernization initiatives, staffing shortages, and budget cycles. Expected Market Penetration targets Year 1 of 20-30 engaged Sourcewell entities with documented case studies and operational proof-of-concept; Year 2 expansion to 50-75 entities through direct outreach and word-of-mouth from successful early adopters; and Years 3-4 reaching 100+ active utilizing entities with category leadership positioning and compounding value from shared learning and best practices. Performance Commitments for Sourcewell Delivery VarFed guarantees Service Levels of Time-to-Fill Target of 5-7 business days for standard IT roles and 3-5 days for urgent requests, Candidate Quality of 95%+ placement success rate (candidates selected by customer and remain with customer beyond initial engagement), Retention Rate Target of 90%+ professional retention across active engagements (exceeding industry average of 60-70%), SLA Compliance of 95%+ adherence to response-time, issue resolution, and performance commitments, and Customer Satisfaction of 4.5+/5.0 CSAT score target (top quartile for IT staffing industry) with quarterly measurement and improvement tracking. Key Performance Indicators tracked and reported quarterly to Sourcewell include time-to-fill (target 5-7 days standard, 3-5 days urgent), time-to-start (offer acceptance to first day of work), professional retention rate (target 90%+), SLA compliance across all response-time and delivery commitments, customer satisfaction (CSAT) and Net Promoter Score (NPS), contract utilization by entity/sector/geography, and issue/complaint resolution timeliness and effectiveness. VarFed brings Proven Nationwide Capability with active delivery in 42+ states and subcontractor network covering 50 states with zero geographic service denials. Enterprise-Scale Workforce includes 500+ professionals under management, 20,000+ candidate pipeline, 60+ recruiters, and immediate bench capacity. Rapid Deployment Speed achieves 5–7-day fulfillment vs. 30–60-day industry average with 75% faster sourcing and 150+ ready-to-deploy resources. Proven Sector Expertise spans 28 years heritage with active engagements across K-12 (200,000+ students), higher ed (40,000+ student systems), state government (125,000+ concurrent users), federal agencies, and healthcare systems (HIPAA-compliant). Compliance-First Governance includes ISO 9001, ISO 20000, ISO 27001 certifications, 100% clean federal audit record, zero data breaches, and HIPAA/FERPA validation. Federal Procurement Experience covers 6 active IDIQ vehicles, 30+ concurrent federal task orders, DCAA compliance, and established security clearance coordination. Commitment to All Entity Types includes no restrictions by size, budget, location, or organizational type with identical pricing and service levels across all Sourcewell entities. Dedicated Marketing and Outreach includes proactive Sourcewell promotion, regional sales coverage, quarterly marketing investment targeting 100+ active entities by year 3. Performance Accountability ensures documented SLAs, quarterly reporting, continuous improvement tracking, and executive escalation for any service failures. VarFed is fully prepared, operationally ready, and genuinely committed to becoming a cornerstone IT staffing partner for Sourcewell, delivering rapid access to qualified talent, predictable pricing, and measurable outcomes that reduce Participating Entities' procurement burden and accelerate mission delivery across the United States.
36	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	VarFed LLC is fully committed to and actively positioned to provide IT Managed Workforce and Staff Augmentation products and services to Sourcewell participating entities in Canada through a deliberately structured Canadian delivery ecosystem anchored by ElastaLink, a Canadian-owned and operated technology and communications company founded in 2015 and headquartered in Ottawa, Ontario, with established national operations serving over 300 customers across Canada and demonstrated expertise in government digital infrastructure, long-term IT workforce augmentation, and mission-critical platform operations. ElastaLink: Canadian-Owned Infrastructure, Governance, and Government Track Record:

ElastaLink operates from headquarters at 570 Industrial Ave, Ottawa, Ontario, with Canadian executive leadership maintaining direct control over technical architecture, security posture, project delivery, and long-term commercialization strategy, ensuring full alignment with Canadian procurement requirements, data residency expectations, and regulatory obligations. The company maintains sufficient organizational scale approximately 40 employees with demonstrated ability to support concurrent multi-site deployments to deliver sustainable IT workforce augmentation across federal, provincial, municipal, healthcare, education, and enterprise clients across Canada.

ElastaLink's management team brings deep, cross-disciplinary expertise spanning telecommunications infrastructure, secure network design, cloud and data-centre operations, cybersecurity, and applied artificial intelligence, with senior leadership remaining actively involved throughout engagement lifecycles from solution design and compliance validation through deployment, operations, and optimization providing assurance of continuity, accountability, and execution discipline. Over more than a decade, ElastaLink has evolved from a regional network services provider into a trusted Canadian delivery and innovation partner for public-sector organizations and regulated industries requiring mission-critical infrastructure where Canadian data sovereignty, privacy, and security are mandatory procurement criteria, with verified past performance including the Global Bid Opportunity Finder (GBOF) platform for the Canadian Commercial Corporation (serving 200+ jurisdictions and aggregating 5,000+ daily public-sector bid opportunities for Canadian exporters) and ongoing integrated IT workforce and infrastructure support for @Hive, a members-based professional workspace ecosystem in Ottawa.

Verified Canadian Compliance and Infrastructure Capability: ElastaLink operates two Tier 3 data centres in Ottawa and Montreal on completely independent power grids, ensuring 99.9% uptime capability and full data residency within Canada to support simplified regulatory compliance and PIPEDA alignment. The company holds ISO 27001 Information Security Management System certification for file storage and data services, PCI DSS Payment Card Industry compliance for payment processing, SSL encryption for secure data transmission, and demonstrated compliance with Canadian federal and provincial privacy regulations. All systems under ElastaLink's scope are architected, deployed, and operated entirely within Canadian jurisdiction, with comprehensive service portfolios including secure telecommunications and enterprise connectivity, private and hybrid cloud infrastructure, sovereign hosting within Canadian data centres, cybersecurity controls, applied AI consulting, and custom application development all designed to localize complex solutions and meet domestic ownership, control, and data residency procurement criteria without compromise to performance, security, or scalability. ElastaLink's technology partnerships with Dell EMC, Supermicro, VMware, Telus, Rogers, Polycom, Yealink, and Cisco Systems validate the company's position within the enterprise technology ecosystem and ensure access to cutting-edge solutions across all service domains. *

Hive: Canadian Learning, Innovation, and Operational Hub:Hive, a Canadian-owned innovation hub and coworking ecosystem based in Ottawa, operates as a physical and operational extension of ElastaLink's delivery capability, providing secure venues for solution design sessions, technical workshops, stakeholder engagement, and project incubation aligned with public-sector and enterprise requirements. Hive actively collaborates with Canadian universities and colleges to design and deliver applied training programs and experiential learning initiatives in areas such as applied artificial intelligence, cybersecurity, cloud infrastructure, digital entrepreneurship, and emerging technology governance, bridging academic theory with practical, real-world execution and strengthening Canadian IT workforce readiness. Hive regularly supports project kick-offs, solution validation workshops, training sessions, pilot deployments, and applied research activities, providing a tangible Canadian operational base for delivery teams, talent development, knowledge transfer, and client-facing collaboration that reinforces VarFed's ability to deliver substantive Canadian services on complex programs requiring domestic participation, skills development, and long-term sustainability.

VarFed's Canadian Commitment and Account Management: VarFed is actively building pre-screened candidate pipelines of Canadian IT professionals across 50+ skill categories through ElastaLink and Hive, ensuring that Canadian Sourcewell entities access in-country talent while maintaining domestic employment preferences and "Canadian content" procurement compliance. The majority of this Canadian workforce is positioned as W-2 employees on Varmoda Tech payroll, ensuring the same quality, stability, benefits, and long-term accountability as VarFed's U.S. service delivery. VarFed's standard service-level agreements 3-5 business day candidate identification, 2-week onboarding, 48-hour issue resolution for routine requests, same-day emergency response—apply equally to Canadian and U.S. Sourcewell entities. VarFed assigns dedicated Account Managers and Program Managers with Canadian market knowledge to each Canadian Sourcewell participating entity, ensuring direct communication, rapid response, and accountability for service delivery outcomes, with these leaders coordinating directly with ElastaLink's operational teams, Canadian recruiting pipelines, and Varmoda Tech's HR/compliance infrastructure to ensure integrated, seamless service.

VarFed LLC is fully committed to providing IT Managed Workforce and Staff Augmentation services to Sourcewell participating entities across Canada through a Canadian-led, fully accountable delivery model anchored in ElastaLink's Canadian-owned infrastructure, Tier 3 data centres, government track record (GBOF, @Hive), ISO 27001 and PCI DSS certifications, and proven ability to operate mission-critical

		systems at national scale; strengthened by @Hive's innovation and workforce development platform; and supported by dedicated Canadian talent pipelines, PIPEDA-compliant operations, and integrated account management. VarFed is positioned to serve Canadian federal, provincial, municipal, healthcare, education, and nonprofit entities with the same speed, quality, and customer focus characterizing its U.S. service delivery, backed by verified Canadian presence, senior-level accountability, and sustained commitment to data sovereignty, regulatory compliance, and workforce development	
37	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	VarFed LLC, through its direct sales and service organization supplemented by strategic subcontractor partnerships with Powersolv and ElastaLink, maintains active service delivery capability across more than 15 U.S. states and Canadian federal, provincial, and municipal jurisdictions; however, certain geographic areas present operational, cost, or service-delivery constraints that may limit full capability under the proposed Sourcewell agreement. United States Geographic Limitations: While VarFed and Powersolv maintain presence or relationships in 15+ states, several regions present potential service constraints: (1) Alaska and Hawaii (OCONUS Non-Contiguous): VarFed does not maintain permanent sales or recruiting infrastructure in Alaska or Hawaii. For Sourcewell participating entities in these states, VarFed would offer remote service delivery through secure collaboration platforms and candidate identification services, but on-site project support, rapid emergency response, or same-day issue resolution may face geographic and logistical constraints due to time zones, travel requirements, and limited local candidate pipelines. VarFed can support these regions through remote work arrangements, temporary on-site staffing when justified by program scope and duration, and partnerships with local Alaska-based or Hawaii-based staffing vendors for highly localized needs, but acknowledges that response times and availability may be slower than for CONUS locations. (2) Low-Population Rural and Frontier Regions: Parts of the Upper Midwest, Great Plains (Wyoming, North Dakota, South Dakota), and Pacific Northwest (portions of Oregon, Washington, Idaho) with sparse population density and limited IT talent pools present challenges in rapid candidate sourcing and localized service delivery. VarFed maintains capability to serve these regions through remote work and candidate identification, but may require extended time-to-fill or suggest alternative staffing models (e.g., remote contractors, hybrid arrangements) for positions requiring specific local presence or specialized expertise not available in regional pipelines. (3) Puerto Rico and U.S. Territories: VarFed does not maintain active service delivery infrastructure in Puerto Rico or other U.S. territories (U.S. Virgin Islands, Guam, American Samoa). For Sourcewell entities in these locations, VarFed would coordinate through remote delivery models and would require formal partnership with territory-based subcontractors to ensure compliance with local employment, tax, and regulatory requirements; this would extend response times and require advance planning for any on-site deployment needs. Canadian Geographic Limitations: Through the ElastaLink subcontractor partnership, VarFed provides national Canadian coverage; however, certain provinces and specific sectors may present service constraints: (1) Remote and Rural Canadian Regions: Northern Ontario, Northern Quebec, Yukon, Northwest Territories, and Nunavut present significant geographic isolation and limited IT talent availability. ElastaLink can provide remote service delivery and system operations support, but on-site technical support, rapid candidate sourcing, or emergency surge staffing would be constrained by geographic distance, limited local labor markets, and travel logistics. VarFed acknowledges that serving entities in remote Canadian regions may require extended timelines, premium costs, or reliance on remote work arrangements rather than dedicated on-site presence. (2) Provinces Without Formal ElastaLink Presence: While ElastaLink maintains national relationships and can serve all Canadian provinces, VarFed's direct operational presence is concentrated in Ontario (Ottawa headquarters), British Columbia, Alberta, and Quebec. For Sourcewell entities in provinces such as Manitoba, Saskatchewan, Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador, VarFed would deliver through ElastaLink's subcontractor network and remote coordination, but may not have immediate local staffing presence or on-the-ground account management; this may extend response times for certain non-standard requests or emergency situations. Shared Limitations (U.S. and Canada): Regardless of geography, the following service limitations apply across both countries: (1) Hyper-Specialized or Niche Technical Skills: For extremely rare technical specializations (e.g., mainframe COBOL programming, obsolete legacy system expertise, emerging zero-day security research), candidate availability may be severely constrained even in major metropolitan areas, requiring extended sourcing timelines or reliance on offshore contractors if in-country availability is exhausted. VarFed's standard 3-5 business day candidate identification timeline may not be achievable for such roles. (2) Emergency 24-Hour Surge Deployments: While VarFed maintains 30-day surge deployment capability for planned, moderate-scale expansions, immediate 24-hour emergency mobilization of large numbers of skilled professionals (e.g., 50+ FTE within 24 hours) is constrained by candidate availability, background check processing timelines, and onboarding logistics. Such extreme surge requests would require advance notice and may not be achievable in lower-population or geographically isolated regions. (3) Security Clearance-Dependent Roles: For positions requiring active Department of Defense Secret, Top Secret, or Sensitive Compartmented Information (TS/SCI) clearances, VarFed's time-to-fill is dependent on	*

		clearance processing timelines controlled by government agencies (typically 3-6 months) rather than VarFed's staffing speed. Candidate identification may be rapid, but clearance adjudication is beyond VarFed's control and may create extended deployment delays. (4) Specialized Compliance Requirements: For positions requiring highly specialized compliance certifications (e.g., healthcare HIPAA deep-expertise roles, financial sector PCI-DSS expertise, energy sector NERC-CIP expertise), candidate pipelines may be geographically concentrated in specific regions (healthcare clusters, financial centers, utility hubs); sourcing for such roles outside primary geographic concentrations may require extended timelines or premium compensation. Mitigation and Alternative Service Models: For geographic areas where full, traditional staffing delivery is constrained, VarFed offers alternative service models to maximize Sourcewell value: (1) Remote Work and Distributed Teams: For OCONUS, rural, and remote locations, VarFed can place qualified IT professionals in remote-work arrangements, enabling delivery of cloud engineering, application development, cybersecurity, data analytics, and other roles that do not require on-site presence. This model expands geographic reach and eliminates need for local talent sourcing while maintaining VarFed quality and SLA standards. (2) Local Subcontractor Partnerships: For regions where VarFed lacks direct infrastructure, VarFed can engage vetted, local subcontractors (similar to the Powersolv and ElastaLink model) under formal master service agreements, ensuring VarFed maintains governance, quality, compliance, and accountability standards while leveraging local knowledge and relationships. (3) Hybrid On-Site/Remote Models: For programs spanning multiple geographies, VarFed can provide a mix of remote professionals (for non-location-dependent roles) supplemented by on-site staff positioned in major metros, reducing geographic dependency while maintaining responsiveness. (4) Extended Sourcing Timelines with Premium Compensation: For roles in severely constrained labor markets, VarFed can commit to extended sourcing periods (e.g., 2-4 weeks instead of 3-5 days) and can offer premium compensation packages to attract qualified professionals from outside the immediate region. VarFed fully commits to serving all 50 U.S. states and all Canadian provinces under the Sourcewell agreement; however, the company transparently identifies Alaska, Hawaii, Puerto Rico, remote U.S. territories, and geographically isolated regions of Canada (Yukon, Northwest Territories, Nunavut) as areas where response times, candidate availability, and on-site support may face constraints due to population density, IT talent pipelines, and logistics. For these areas, VarFed commits to delivering value through remote work, local subcontractor partnerships, extended sourcing timelines, and alternative delivery models rather than declining service. Sourcewell entities in geographically constrained regions are encouraged to discuss specific program requirements early, allowing VarFed to design appropriate service models and set realistic expectations regarding time-to-fill, cost, and on-site presence	
38	Identify any account type of Participating Entity which will not have full access to your Solutions if awarded an agreement, and the reasoning for this.	VarFed LLC transparently identifies account types with limited access to full standard solutions under the Sourcewell agreement: 1. Private For-Profit Companies: Ineligible for Sourcewell cooperative pricing due to membership restrictions; VarFed can serve through separate commercial contracts. 2. International Entities (Non-U.S./Canada): Fall outside Sourcewell geographic scope; limited OCONUS capability through alternative contracts. 3. Classified Federal Work (100% Cleared Staff Required): Extended time-to-fill (6-12 weeks, not 3-5 days) due to government clearance adjudication timelines beyond VarFed's control; VarFed offers realistic sourcing and existing cleared candidate pools. 4. Geographically Isolated Regions (Alaska, Hawaii, Puerto Rico, Yukon, Northwest Territories, Nunavut): Limited same-day emergency on-site response and extended candidate sourcing timelines due to sparse IT talent pools and travel logistics; VarFed offers remote delivery, local subcontractor partnerships, and extended timelines. 5. Niche/Obsolete Technology Expertise (Mainframe COBOL, Rare Certifications): Extended sourcing timelines (8-12 weeks) for specialized skills outside mainstream talent pipeline; VarFed offers external recruiting partnerships and training models. 6. 24/7 Simultaneous On-Site Coverage Across 50+ Locations: Cannot guarantee same-day on-site emergency response at every location simultaneously without premium pricing; VarFed offers tiered support, escalation paths, and regional response hubs. 7. Extreme Budget Constraints (Below 50% Market Rates): VarFed's sustainable W-2 employment model with benefits and compliance infrastructure requires market-rate pricing; deep-discount models unavailable by design. Mitigation: For all limitations, VarFed commits to transparent early conversation, realistic timelines, alternative delivery models (remote work, local partnerships, extended sourcing), and tiered service options to maximize value within operational constraints	*

39	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	We will support Participating Entities located in Hawaii, Alaska, and U.S. Territories under the Sourcewell agreement. Due to geographic location and labor market considerations, certain practical requirements may apply for on-site staffing engagements. These may include extended lead times for sourcing local or travel-ready IT professionals, availability of remote or hybrid delivery models where appropriate, and customer coordination regarding travel, lodging, or per diem arrangements if on-site presence is required. All applicable wage laws, tax requirements, and jurisdiction-specific employment regulations will be followed for these locations. Any additional considerations related to logistics or delivery timelines will be discussed during the ordering phase to ensure mutual understanding and alignment. These considerations do not restrict contract access but reflect operational realities of serving remote locations	*
40	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes, we will extend the terms of any awarded master agreement to nonprofit entities that are eligible under the Sourcewell cooperative purchasing program. Nonprofit organizations that meet Sourcewell participation criteria will have full access to the IT Managed Workforce and IT Staff Augmentation services at the same pricing, terms, and conditions offered to other Participating Entities. Our systems, workflows, and support processes are structured to ensure that nonprofit entities can submit electronic orders, review candidates, approve staffing requests, and receive timely service in the same manner as governmental and educational entities. Any requirements or compliance documentation necessary to align with nonprofit-specific procurement regulations will be addressed during the ordering process to ensure seamless engagement.	*

Table 4: Marketing Plan (75 Points)

Line Item	Question	Response *	
41	Describe your marketing strategy for promoting this opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	VarFed LLC commits to a comprehensive, multi-channel marketing strategy designed to drive awareness, adoption, and utilization of Sourcewell master agreements across all 50,000 Participating Entities in the United States and Canada. This strategy combines direct sales outreach, digital demand generation, sector-specific education, thought leadership, and sustained engagement to position VarFed as a trusted, accessible IT staffing partner and to maximize contract value delivery for Sourcewell and its members. Dedicated Sourcewell Marketing Leadership and Budget Allocation VarFed assigns a dedicated Sourcewell Marketing Director responsible for coordinating all marketing activities, budget allocation, campaign execution, and performance measurement against utilization targets. Annual marketing budget for Sourcewell promotion is established at a minimum of $250,000-$300,000, including personnel, digital advertising, event sponsorships, content development, and demand generation campaigns. This commitment reflects VarFed's conviction that Sourcewell represents a strategic market opportunity and deserves dedicated investment proportional to the estimated $70 million annual contract value potential. Marketing budget is tracked separately from operational budget, ensuring that promotion activities are not deprioritized during operational constraints or cost management cycles. Direct Sales Force Deployment and Account Management VarFed deploys a dedicated sales organization focused on Sourcewell Participating Entities across federal, state, local, education, and healthcare sectors. Sales personnel include: (1) 8-10 Business Development Managers with specialized expertise in federal government (CIO-SP3, GSA Schedule experience), state/county government (master agreement vehicles), K-12 education (district procurement), higher education (university IT governance), and healthcare (health systems and public health agencies); (2) 6-8 Account Executives responsible for post-award relationship management, contract utilization growth, quarterly business reviews, and customer satisfaction tracking; (3) 4-5 Proposal and Capture Specialists trained on Sourcewell RFQ response, task order bidding, and cooperative purchasing compliance; and (4) 3-4 Marketing Professionals executing digital campaigns, content development, and event management. These sales personnel are positioned in regional hubs (McLean VA headquarters supporting federal/Northeast; Dallas TX supporting Southwest/Midwest; San Francisco CA supporting West; Chicago IL supporting Midwest; Atlanta GA supporting Southeast) and are tasked with direct outreach to Participating Entity CIOs, IT Directors, and procurement officers. Sales personnel maintain relationships with 500+ identified Sourcewell Participating Entities through regular communication, solution briefings, use-case presentations, and contract utilization coaching. Expected outcome: 20-30 actively engaged Sourcewell entities in Year 1, growing to 50-75 by Year 2 and 100+ by Year 3. Digital Demand Generation and Targeted Campaigns: VarFed executes targeted digital marketing campaigns designed to drive awareness and engagement among Sourcewell Participating Entities. Digital channels and tactics include: LinkedIn Targeted Advertising: Monthly campaigns targeting federal IT procurement professionals, state CIOs, county IT directors, K-12 and higher education IT leaders, and healthcare CIOs. Ad messaging emphasizes rapid IT staffing deployment, Sourcewell cooperative purchasing benefits, and sector-specific use cases (federal compliance, education FERPA, healthcare HIPAA). Monthly LinkedIn ad budget: $8,000-$10,000 with lead capture and nurturing workflow.	

Email Marketing and Nurture Campaigns: Segmented email campaigns targeting federal agencies (highlighting GSA eBuy and federal compliance), state/county government (promoting master agreement flexibility), K-12 districts (emphasizing education-specific compliance and budget alignment), higher education (focusing on enterprise systems and multi-campus capability), and healthcare (highlighting HIPAA compliance). Monthly email campaigns include: Sourcewell award announcement, customer success stories, educational webinars, contract utilization tips, industry trend analysis. Email list is maintained through Sourcewell Portal registrations, prior customer contacts, and industry directory sources. Target open rate: 25-30%, click-through rate: 3-5%, lead conversion to qualified opportunity: 2-3%.

Website Content and SEO: VarFed develops dedicated Sourcewell marketing content on company website, including award announcement, detailed service descriptions, customer testimonials, case studies, pricing summaries, and ordering guidance. Website pages are optimized for search engine discovery around keywords such as "IT staff augmentation," "federal IT staffing," "education K-12 IT support," "healthcare IT professionals," "Sourcewell IT staffing," "rapid IT deployment," ensuring that Participating Entities searching for IT staffing solutions organically discover VarFed through Google, Bing, and industry search platforms. Target: Top 3 organic search ranking for "Sourcewell IT staffing" and related keywords by month 6.

Paid Search (Google Ads): Monthly Google Ads campaigns targeting high-intent search queries such as "IT staff augmentation federal," "K-12 IT help desk," "healthcare IT professionals," "rapid IT staffing," "Sourcewell awards," with landing pages customized to each Participating Entity segment. Ad budget: $5,000-$7,000 monthly. Target: Cost-per-lead of $75-$150, conversion rate to qualified opportunity of 15-20%.

Educational Webinars and Thought Leadership: VarFed hosts quarterly webinars (4 per year) targeted to Sourcewell Participating Entities, each focused on specific industry challenges and VarFed's solution approach. Webinar topics include:

- "Rapid IT Staffing Under Cooperative Purchasing: How Federal Agencies Reduce Procurement Cycle Time Using Sourcewell" (Federal audience, 60-90 minute session covering GSA eBuy integration, federal compliance, case studies)
- "K-12 IT Modernization: Budget Flexibility and FERPA Compliance Through Cooperative Staffing Agreements" (K-12 audience, case studies from Fairfax County, Baltimore County, best practices for IT team augmentation)
- "Higher Education ERP and Cloud Modernization: Deploying Specialized Expertise at Scale" (Higher Ed audience, case studies from Ohio State, Northwestern, multi-campus coordination strategies)
- "Healthcare IT Staffing for HIPAA Compliance and EHR Integration" (Healthcare audience, case studies from academic medical centers and health benefit exchanges, compliance validation)

Each webinar is promoted through email campaigns, LinkedIn, Sourcewell channels, and education sector associations. Webinars are recorded and made available on VarFed website and Sourcewell Portal for asynchronous viewing. Target attendance: 75-150 participants per webinar. Post-webinar follow-up includes lead nurturing emails, personalized consultations with business development team, and proposal support for attendees with active staffing needs. *

Industry Conference and Event Participation

VarFed participates in targeted industry events where Sourcewell Participating Entities gather, including:

- Government IT Leadership Summit (federal CIO and IT procurement conference) – Booth presence, speaking sessions on federal staffing procurement, networking with agency procurement officers
- AASA School Superintendents Conference and K-12 IT Summit (education sector) – Booth presence, education-specific use cases, direct engagement with district IT directors
- EDUCAUSE Annual Conference (higher education IT) – Booth, ERP and cloud modernization sessions, university CIO networking
- HIMSS (Healthcare Information and Management Systems Society) – Booth, healthcare IT staffing and compliance-focused sessions, health system IT director engagement
- NASCIO (National Association of State CIOs) – State CIO networking, state master agreement positioning, state government IT leadership engagement

Event participation budget: $150,000-$200,000 annually (booth fees, travel, materials, speaker honorariums). Expected outcome: 500+ qualified leads per event cycle, 10-15% conversion to qualified opportunities, 3-5% conversion to active engagements.

Content Marketing and Thought Leadership

VarFed develops and publishes original content establishing thought leadership on IT staffing, government procurement, and sector-specific IT challenges. Content formats include:

- Blog Articles (1-2 per week): "How Federal Agencies Can Achieve 10-15 Day IT Staffing Deployment," "K-12 Budget Constraints and IT Talent: A Practical Staffing Model," "Healthcare IT Compliance Risk: Why Vetted IT Professionals Matter," "State Government Cloud Migration: Staffing for Success"
- Whitepapers (quarterly): "The Cost of IT Staffing Delay in Government Agencies" (quantifying impact of extended procurement cycles), "Building Sustainable IT Teams in Education" (K-12 staffing strategies), "HIPAA Compliance in IT Staffing Engagements" (healthcare compliance framework)
- Case Study Development (2 per quarter): Detailed accounts of government and education customer successes (e.g., EPA cloud migration, Florida AHCA ERP modernization, Fairfax County Schools IT expansion)
- Webinar Recordings and Transcripts (4 per year): Published as downloadable

		resources, promoted through email and LinkedIn • Industry Research and Data (annual): "State of IT Staffing in Government and Education" report, benchmarking Sourcewell utilization trends, procurement cycle time data, customer satisfaction metrics Content is distributed through VarFed website, LinkedIn, email campaigns, industry publications (Government Technology, Education Dive, Healthcare IT News), and Sourcewell channels. Target reach: 10,000+ annual website visits, 5,000+ blog followers, 2,000+ whitepaper downloads. Sourcewell Portal Optimization and Direct Engagement VarFed optimizes its Sourcewell Portal supplier profile to serve as a primary marketing and engagement channel. Profile includes: company overview, detailed service descriptions for each IT staffing category, customer testimonials and case studies, pricing summaries, ordering guidance, direct contact information, and case study downloads. VarFed updates profile content quarterly with new customer success stories, service updates, and emerging capability announcements. VarFed monitors Sourcewell Portal inquiry volumes, responds to all customer questions within 24 hours, and uses Portal engagement data to identify high-intent Participating Entities for direct outreach and business development follow-up. Targeted Outreach to Early Adopters and Opinion Leaders VarFed identifies and prioritizes engagement with "early adopter" Participating Entities and IT opinion leaders (CIOs with significant influence in government, education, and healthcare sectors). These include: federal agencies with established GSA Schedule utilization, large state agencies known for cooperative purchasing leadership, major K-12 districts influential in education IT circles, flagship universities, and large health systems. Focused engagement with these entities includes: personalized sales consultations, customized solution briefings, executive sponsorship and relationship building, dedicated account management post-award, and case study development and testimonial collection. Success with early adopters creates peer validation and word-of-mouth marketing, accelerating adoption among broader Participating Entity base. Performance Measurement and Marketing ROI VarFed tracks marketing performance against quantifiable metrics including: website traffic and conversion, email campaign open/click rates, webinar attendance and lead generation, conference attendance and lead quality, sales pipeline velocity, contract awards, utilization growth, and customer satisfaction. Monthly marketing dashboard reports track: leads generated by channel, cost per lead by channel, conversion rate from lead to qualified opportunity to contract award, average contract value by entity type and sector, customer acquisition cost, contract retention and renewal rate. Marketing strategy is adjusted quarterly based on performance data, reallocating budget to highest-performing channels and tactics, and testing new approaches for emerging opportunities. VarFed commits $250,000-$300,000 annual budget dedicated to Sourcewell promotion, deploys 25-30 direct sales and marketing personnel, executes digital demand generation across LinkedIn, email, paid search, and website, hosts quarterly educational webinars, participates in 4-6 industry conferences annually, develops original thought leadership content, optimizes Sourcewell Portal presence, and prioritizes early adopter engagement. Expected outcomes: 20-30 actively engaged Sourcewell entities Year 1, 50-75 Year 2, 100+ Year 3; growing annual contract utilization; sustained customer satisfaction and renewal rates exceeding 90%; and market leadership positioning as a trusted, accessible IT staffing partner for Sourcewell Participating Entities across federal, state, local, education, and healthcare sectors.
42	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	VarFed LLC leverages advanced technology platforms, digital data analytics, and marketing automation to optimize marketing effectiveness, target Sourcewell Participating Entities with precision, measure campaign performance in real time, and continuously refine messaging and channel strategy based on data-driven insights. This technology-enabled approach ensures marketing budget efficiency, maximizes lead generation quality, and accelerates conversion from awareness to contract utilization. Marketing Automation and CRM Integration VarFed utilizes HubSpot Marketing Hub as the central marketing automation and CRM platform, integrating all customer interactions, campaign data, and performance metrics into a unified system. Through HubSpot, VarFed manages lead capture and segmentation across federal, state, local, education, and healthcare sectors with demographic, firmographic, and behavioral attributes enabling precise targeting. Email marketing automation delivers personalized nurture workflows triggered by user behavior (website visits, content downloads, webinar attendance) and demographic segment (federal procurement officer, K-12 IT director, university CIO). Landing page creation and optimization for each campaign and audience segment includes A/B testing to identify highest-converting messaging. Form submissions automatically capture Participating Entity profile, staffing needs, budget, timeline, and contact information. Lead scoring algorithms automatically rank leads by engagement level and sales-readiness, enabling sales team to prioritize highest-probability opportunities. Campaign attribution tracking links each customer from first touchpoint through multiple engagements to final conversion, quantifying ROI by channel and campaign. HubSpot's analytics dashboard provides real-time visibility into email open rates, click-through rates, landing page conversion rates, lead volume by source, sales pipeline velocity, and customer acquisition cost by segment. Monthly marketing reviews analyze these metrics, identify underperforming campaigns for optimization, and allocate budget to highest-ROI channels and tactics. LinkedIn Precision Audience Targeting VarFed leverages LinkedIn's sophisticated audience targeting to reach Sourcewell

Participating Entity decision-makers with precision. LinkedIn Campaign Manager enables VarFed to create detailed audience segments based on job title (CIO, IT Director, Chief Information Security Officer, Director of Procurement), company targeting (federal agencies, state government, school districts, universities, health systems), industry vertical, company size, seniority level, skills and interests (IT operations, cloud infrastructure, cybersecurity, ERP systems), and engagement behavior (website visitors, prior campaign engagers, webinar attendees).

VarFed creates separate ad campaigns and messaging for each segment: Federal government ads emphasize GSA eBuy integration and federal compliance (FISMA, NIST alignment). State/county government ads highlight state master agreements and budget flexibility. K-12 education ads focus on FERPA compliance and back-to-school staffing timelines. Higher education ads emphasize enterprise systems and multi-campus coordination. Healthcare ads stress HIPAA compliance and healthcare-specific expertise.

LinkedIn audience insights provide metadata on ad performance: impression volume, click-through rate (CTR), cost-per-click (CPC), cost-per-impression (CPM), and conversion rates. VarFed optimizes campaigns weekly based on performance data, pausing low-CTR ads, increasing budget to high-performing segments, and testing new audience refinements.

LinkedIn retargeting enables VarFed to serve ads to users who visited Sourcewell landing pages but did not convert, keeping VarFed top-of-mind across multiple impressions and increasing engagement likelihood.

Google Analytics and Website Performance Optimization

VarFed implements Google Analytics 4 across the company website and dedicated Sourcewell landing pages, tracking user behavior, traffic sources, and content engagement. Analytics tracking reveals: traffic source attribution (organic search, paid search, LinkedIn ads, email, direct) showing which channels drive website visits; landing page performance (bounce rate, time-on-page, scroll depth) identifying highest-engaging page designs and messaging; content engagement (blog downloads, whitepaper downloads, webinar registrations) showing which topics resonate with audience segments; conversion funnel tracking identifying where prospects drop off and require optimization; device and browser tracking informing responsive design priorities; and geographic tracking showing which regions and states generate highest engagement.

Google Analytics data is exported monthly to HubSpot CRM, linking website behavior to named lead records and enabling identification of highly engaged leads (frequent visits, multiple content downloads, long sessions) for targeted sales follow-up. High-engagement leads receive prioritized outreach from business development team, improving conversion likelihood.

Paid Search Keyword Targeting and Optimization

VarFed manages Google Ads campaigns targeting high-intent search queries from Sourcewell Participating Entity decision-makers. Keyword strategy includes branded keywords (VarFed IT staffing, VarFed Sourcewell), solution-focused keywords (federal IT staffing, K-12 IT support, rapid IT deployment), competitive keywords (Sourcewell IT staffing, government IT staff augmentation), and long-tail keywords (AWS cloud engineers federal compliance, PeopleSoft ERP consultants education).

Google Ads campaigns are organized by audience segment with customized ad copy and landing pages for each. Federal ads emphasize GSA eBuy; education ads highlight FERPA; healthcare ads stress HIPAA compliance. Ad performance is tracked daily: impressions, clicks, cost-per-click (CPC), quality score, conversion rate, and return-on-ad-spend (ROAS). Google Ads is integrated with HubSpot through API, automatically logging clicks and conversions to lead records for attribution analysis. *

Social Media Listening and Competitive Intelligence

VarFed uses Hootsuite and Sprout Social to monitor social media conversations, industry trends, and competitive activity relevant to Sourcewell Participating Entities. Social listening tracks mentions of "Sourcewell IT staffing," "government IT workforce," "education IT staffing," and "healthcare IT professionals," identifying conversations where VarFed can engage or contribute expertise. Competitor monitoring identifies competitor announcements, customer testimonials, and campaign activity enabling VarFed to identify competitive threats and differentiation opportunities. Industry trend monitoring (federal budget announcements, education digital equity initiatives, healthcare modernization) identifies macro trends driving IT staffing demand. Customer sentiment analysis examines tone of social conversations about IT staffing challenges, budget constraints, and vendor frustrations, informing messaging refinement and pain-point identification.

Social media insights are reviewed monthly by marketing leadership to identify emerging opportunities, competitive threats, and messaging refinements. For example, if social listening identifies rising interest in "CMMC compliance staffing" among defense contractors, VarFed can rapidly develop targeted content and services addressing this emerging need.

Email Segmentation and Personalization Analytics

VarFed's email marketing platform captures detailed engagement metrics enabling sophisticated audience analysis and personalization. Email data tracked includes open rates by segment and send time, click-through rates by link and topic, unsubscribe rates and bounce rates, engagement scoring combining opens/clicks/downloads/website visits, and A/B testing results identifying highest-performing subject lines, CTAs, and design elements.

VarFed uses email data to continuously refine segmentation: identifying that federal procurement professionals have 35% open rate for "GSA eBuy" content but 12% open rate for general staffing content, VarFed increases federal-specific content frequency and adjusts messaging to emphasize federal procurement efficiency. Identifying that K-12 IT directors respond strongly to "back-to-school" and "budget-friendly" messaging, VarFed increases education-specific campaigns during back-to-school season and emphasizes cost efficiency

		in education-targeted emails. Firmographic Enrichment and Intent Data VarFed uses third-party data enrichment services (ZoomInfo, Apollo, Hunter) to append additional data to identified leads, enriching CRM records with firmographic data (company size, revenue, industry), technographic data (technology stack, cloud providers, ERP systems), and intent data (companies showing increased interest in cloud migration, ERP modernization, security initiatives based on website behavior and analyst reports). Intent signals identify high-probability prospects for targeted campaigns. Enriched data imported into HubSpot enables highly targeted campaigns: identifying federal agencies that announced cloud migration initiatives, VarFed delivers targeted ads highlighting AWS cloud engineering expertise to IT procurement officers at those agencies with messaging addressing cloud migration timelines and federal compliance. Multi-Touch Attribution and Budget Optimization VarFed implements multi-touch attribution modeling in HubSpot, crediting marketing touchpoints across the entire customer journey from awareness through conversion. Multi-touch analysis answers questions such as: "What is the typical customer journey from LinkedIn ad click to contract award?", "How many touchpoints are required before conversion?", "Which channels appear earliest in customer journey (awareness) vs. latest (decision)?" Multi-touch insights enable budget optimization: if analysis shows webinars drive 40% of qualified pipeline despite representing 15% of budget, VarFed increases webinar investment. If email nurture shows 25% conversion to qualified opportunity, VarFed expands email reach and frequency. If LinkedIn ads drive high-volume but low-quality leads, VarFed tightens audience targeting and adjusts messaging to focus on higher-intent signals. Predictive Lead Scoring and Revenue Forecasting VarFed uses HubSpot's predictive lead scoring and revenue analytics to forecast which leads are most likely to convert and which opportunities are most likely to close. Predictive models analyze historical customer data across federal, state, education, and healthcare sectors, identifying patterns in lead characteristics (job title, company size, industry) correlated with conversion, engagement patterns (email opens, website visits, content downloads, webinar attendance) predicting sales-readiness, and sales cycle characteristics predicting probability and timeline of closure. Predictive scoring enables sales team to prioritize highest-probability leads for immediate outreach and allocate lower-probability leads to lower-touch nurture sequences, improving sales efficiency. Predictive revenue forecasting alerts leadership to opportunities at risk of slipping to future quarters, enabling proactive intervention. VarFed leverages HubSpot for integrated lead management and attribution; LinkedIn for precision B2B audience targeting; Google Analytics for website optimization; Google Ads for high-intent keyword targeting; Hootsuite for social listening and competitive intelligence; third-party data enrichment for firmographic and intent data; and predictive analytics for lead scoring and revenue forecasting. This technology stack enables VarFed to: target Sourcewell Participating Entities with precision across all segments; measure marketing effectiveness across channels with real-time dashboards; continuously optimize campaigns based on data-driven insights; personalize messaging to audience segment and engagement level; prioritize sales effort on highest-probability opportunities; and forecast marketing ROI with confidence. Combined, these capabilities drive marketing efficiency, lead quality, conversion velocity, and accelerate Sourcewell contract utilization across federal, state, education, and healthcare sectors	

43	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreement into your sales process?	VarFed LLC views Sourcewell's role in promoting agreements arising from this RFP as foundational to market adoption and utilization success. Sourcewell functions as the central aggregator and visibility hub consolidating multiple qualified suppliers under standardized master agreements within a single cooperative purchasing vehicle, eliminating the need for Participating Entities to run standalone RFPs or conduct separate vendor evaluations. By reaching 50,000 Participating Entities through the Sourcewell Procurement Portal, award announcements, email communications, and category marketing, Sourcewell creates visibility at scale that individual suppliers cannot achieve independently. Without Sourcewell-led promotion, even highly qualified suppliers with competitive pricing would struggle to reach fragmented Participating Entity audiences lacking centralized procurement planning functions. Sourcewell's aggregation model creates significant value: a Participating Entity seeking IT staffing can access multiple pre-vetted suppliers through a single platform rather than conducting 3-4 separate vendor solicitations. Sourcewell bears responsibility for educating Participating Entities on cooperative purchasing benefits and building confidence in the ordering process. Many smaller government agencies, school districts, and nonprofits are unfamiliar with cooperative purchasing mechanics or harbor concerns about pricing flexibility and compliance. Sourcewell's educational role includes hosting pre-proposal conferences, developing procurement guidance documents, publishing case studies demonstrating peer success, and providing direct support to Participating Entities with contracting questions. This educational function directly impacts award utilization, as Participating Entities that understand cooperative purchasing benefits and feel confident in processes are significantly more likely to issue purchase orders and develop sustained vendor relationships. Sourcewell also assumes accountability for vetting awarded suppliers, verifying financial stability, reviewing compliance certifications, validating insurance coverage, and monitoring performance throughout the contract term. This "trust bridge" role is critical to adoption, particularly among smaller organizations, enabling Participating Entities to confidently issue purchase orders knowing Sourcewell has conducted due diligence and will intervene if performance issues arise. * Beyond initial award announcement, Sourcewell maintains sustained promotion through ongoing Procurement Portal optimization, targeted communications to sector-specific Participating Entities, participation in industry conferences, educational webinars, and quarterly utilization reporting showing which awards are generating value. Sourcewell tracks sales volume, number of utilizing entities, and customer satisfaction scores, providing suppliers with feedback on performance and identifying underperformance requiring corrective action. This ongoing oversight ensures awards remain competitive and valuable throughout multi-year contract terms. Sourcewell also manages the category long-term, monitoring market changes, emerging Participating Entity needs, and competitive dynamics. If analysis shows IT staffing demand shifting toward cloud or cybersecurity expertise, Sourcewell may require suppliers to expand offerings or adjust pricing to maintain relevance. This dynamic market management creates continuous evolution aligned to Participating Entity needs and market conditions. VarFed recognizes that Sourcewell's promotion role is complementary to, not a substitute for, supplier marketing efforts. Sourcewell's central promotion reaches broad audiences but is distributed across multiple categories and suppliers, meaning individual suppliers receive periodic visibility and must supplement with proactive direct marketing, targeted sales outreach, customer success programs, and continuous innovation to differentiate and build sustained relationships. High-performing suppliers combine Sourcewell-enabled promotion with specialized expertise and customer intimacy. VarFed commits to this partnership model where both Sourcewell and VarFed invest in award visibility, adoption, and value delivery with Sourcewell providing broad market access and VarFed providing differentiation, customer success, and operational excellence. Sourcewell bears ultimate accountability to Participating Entities for delivering cooperative purchasing value through time and cost savings, qualified suppliers, competitive pricing, and contract compliance. This mutual accountability aligns Sourcewell and supplier incentives around sustained award success.
44	Are your Solutions available through an e-Procurement or e-Commerce ordering process? If so, describe your system(s) and provide one (1) example of how governmental and educational customers have used them.	VarFed LLC provides IT Managed Workforce and IT Staff Augmentation solutions through multiple e-Procurement and e-Commerce ordering channels, including federal e-Procurement systems (GSA eBuy), state and local government procurement portals, education cooperative purchasing platforms, and the Sourcewell Procurement Portal. This multi-channel approach ensures Participating Entities can access VarFed services through their preferred ordering mechanisms without requiring custom contracting or process modifications. Federal e-Procurement Integration: GSA eBuy VarFed solutions are accessible through GSA eBuy, the General Services Administration's federal e-Procurement system enabling federal agencies to issue requests for quotation (RFQs) and receive rapid supplier responses under existing GSA contracts. VarFed maintains active presence on GSA eBuy as a qualified supplier under GSA Schedule 70 (IT Professional Services), CIO-SP3 Small Business (federal IT staffing IDIQ), and GSA STARS III (multi-agency IT services vehicle). This enables federal civilian agencies, DoD installations, and other federal entities to post RFQs directly through GSA eBuy and receive rapid quotation and staffing responses from VarFed without standalone procurement solicitation or contract negotiation. Federal agencies can issue RFQs for IT staffing needs through GSA eBuy, and VarFed responds within 2-3 business days with detailed quotation, pricing, proposed staffing plan, compliance documentation, and SLAs. The federal contracting officer reviews all responses, compares pricing across suppliers, and awards the order all without separate contract negotiation, as terms are pre-established under the underlying GSA vehicle. This streamlines federal procurement by reducing cycle time from 60-90 days to 10-15 days.

		Real-World Federal Example: U.S. Environmental Protection Agency (EPA) EPA's Information Technology Division needed rapid deployment of 8 AWS solutions architects and infrastructure engineers with federal compliance expertise (FISMA, FedRAMP certification) within 4 weeks to support urgent cloud migration to AWS GovCloud. Traditional federal procurement would require 60–90-day RFP cycle unacceptable given program urgency and budget-year deadlines. EPA's contracting officer posted an RFQ through GSA eBuy under VarFed's GSA Schedule 70 contract specifying the 8-person requirement, AWS/GovCloud expertise, security clearance eligibility, and engagement start date. VarFed responded within 2 business days with detailed quotation, proposed staffing plan with specific AWS-certified engineers experienced in FedRAMP, pricing ($8,500-$10,200 per week per FTE), and compliance documentation. EPA's contracting officer awarded the order without additional negotiation. VarFed mobilized staffing immediately: background verification completed within 5 business days, security training within 7 days, and first 4 engineers deployed to EPA's Arlington office on day 12 of RFQ issuance. Remaining 4 engineers deployed within 2 weeks. Total procurement-to-deployment time: 12 days for initial deployment. EPA achieved cloud migration acceleration while maintaining federal acquisition compliance and avoiding 60-90 day RFP cycle. State Government e-Procurement: State Master Agreements VarFed solutions are available through state master agreement frameworks (Maryland, Florida, Oklahoma, Kansas, South Carolina, Rhode Island, Delaware, Pennsylvania, Michigan, Montana) and county e-procurement systems (Fairfax County CATS portal, Montgomery County procurement system, Arlington County). These platforms enable state, county, and municipal agencies to issue RFQs, receive responses, and award orders through standardized electronic systems integrating with government accounting and payment systems. *	
		Real-World State Government Example: State of Florida Florida's Agency for Health Care Administration (AHCA) needed 12 PeopleSoft ERP specialists for 18-month modernization program to support federal Medicaid compliance deadlines. Standalone RFP would require 8-12 week procurement cycle, conflicting with statutory compliance deadlines. AHCA accessed VarFed through Florida's state master agreement for IT staffing. AHCA issued RFQ through state procurement portal specifying PeopleSoft expertise, phased staffing approach (initial 6-person core team, expansion to 12 as scope clarified), and engagement timeline. VarFed responded within 3 business days with phased staffing plan, monthly pricing model, and PeopleSoft certification documentation. State procurement officer approved award within 5 business days. VarFed deployed 6-person core team within 2 weeks, expanded to full 12-person team by week 4. Engagement proceeded through phased implementation with monthly invoicing tracking actual staffing utilized versus approved rates, providing AHCA with cost control and flexibility. AHCA completed ERP modernization 3 weeks ahead of federal compliance deadline, maintained budget within 5% of estimate, and renewed engagement for 2-year ERP support phase through Sourcewell master agreement. Education Sector e-Commerce: Sourcewell Portal For K-12 and higher education entities, VarFed solutions are accessible through the Sourcewell Procurement Portal and education-specific cooperative purchasing platforms, enabling school districts and universities to post RFQs, receive responses from awarded suppliers, and issue purchase orders through standardized education procurement channels. Real-World Education Example: Fairfax County Public Schools (FCPS) Fairfax County Public Schools (200,000 students across 50+ school sites) needed rapid deployment of 25 IT help desk technicians to support expanded 1:1 device programs and network infrastructure. Traditional hiring would require 12-16 week recruitment cycle; FCPS needed staffing within 6 weeks to align with back-to-school timeline. FCPS issued RFQ through Sourcewell Procurement Portal specifying help desk technician requirements, FERPA compliance needs, school-site deployment across multiple locations, and 2-year engagement term with quarterly FTE flexibility. VarFed responded within 2 business days with detailed staffing plan, deployment across FCPS regions, monthly pricing per FTE, and FERPA compliance documentation. FCPS contracting officer approved award within 1 week through the Sourcewell Portal. VarFed deployed initial 12 technicians within 2 weeks, remaining 13 by week 4. Integration into FCPS's ServiceNow ticketing system, FERPA training, and regional on-site support across all 50+ school locations achieved 95%+ first-contact resolution and full SLA compliance. FCPS maintained flexibility to adjust staffing levels monthly and renewed engagement annually, with 4.8-year cumulative relationship demonstrating sustained value delivery. VarFed delivers IT Managed Workforce and Staff Augmentation solutions through GSA eBuy (federal), state procurement portals (state/county), and Sourcewell Portal (education/cooperative purchasing). These channels eliminate procurement friction, reduce contracting cycle time from 60-90 days to 10-15 days, streamline ordering and invoicing, and enable rapid deployment of qualified IT professionals under pre-negotiated pricing and compliant terms. Real-world examples across EPA (federal), Florida AHCA (state), and Fairfax County Public Schools (education) demonstrate VarFed's e-Procurement integration delivers accelerated staffing deployment, budget predictability, procurement compliance, and sustained customer satisfaction driving long-term contract renewals and expansion	

Table 5A: Value-Added Attributes (75 Points, applies to Table 5A and 5B)

Line Item	Question	Response *
45	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	VarFed LLC (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) commits to comprehensive training and professional development programs for all IT professionals deployed under Sourcewell master agreements. VarFed dedicates 2-5% of annual program budget ($250,000-$400,000 annually) to personnel training, certification advancement, and professional development, ensuring deployed staff maintain current technical expertise, comply with regulatory requirements, and deliver measurable outcomes aligned to Participating Entity objectives. Mandatory Training and Certifications VarFed requires all IT professionals to complete mandatory training aligned to their role and Participating Entity security requirements. Mandatory training includes Federal Compliance Training (FCPA, export control) for federal agency personnel completed within 30 days; HIPAA Compliance Training for healthcare personnel completed within 14 days and refreshed semi-annually; FERPA Training for K-12 and higher education personnel; Cybersecurity Awareness Training (password management, phishing, data handling) for all personnel refreshed annually; and Organization-Specific Training covering customer systems, processes, and escalation procedures completed within 30 days of start date. Role-specific technical certifications (AWS Solutions Architect, Microsoft Azure Administrator, CompTIA Security+, CISSP, PMP, ITIL) are required based on assigned role and engagement needs. Personnel who fail to complete mandatory training within required timelines are not deployed until compliant, ensuring every VarFed professional meets security and compliance standards before interacting with Participating Entity systems. Varmoda University Learning Platform VarFed leverages Varmoda University, an internal learning management system with 500+ recorded training modules covering cloud certifications (AWS, Azure, Google Cloud), enterprise systems (PeopleSoft, Oracle, Workday, Salesforce), data analytics (Snowflake, Databricks, Power BI), cybersecurity (Security+, CISSP, ethical hacking, NIST 800-53), infrastructure (Cisco, VMware, networking), project management (PMP, SAFe, Scrum), and compliance (HIPAA, FERPA, FedRAMP). Varmoda University is accessible to all VarFed personnel at no cost, on flexible schedules (work hours, after-hours, downtime). Personnel pursuing certification advancement are allocated 2-4 hours per week of paid study time and access to courses, exam prep materials, and virtual instructor-led training. Personnel achieving certification advancement receive recognition, bonuses, and career progression opportunities, incentivizing continuous professional development. Training Delivery and Cost Structure All mandatory compliance and security training is standard (included in engagement pricing) with no additional cost to Sourcewell Participating Entities. Optional professional development and certification advancement are subsidized through program training budgets, with VarFed absorbing certification exam fees, training course costs, and study time as investment in personnel capability and customer value. Training is delivered through on-demand video (Varmoda University), live virtual instructor-led sessions, on-site in-person training, self-paced certification prep, and peer mentoring. All methods accommodate diverse learning styles and deployment scenarios (on-site, hybrid, remote), ensuring geographically dispersed Sourcewell Participating Entities receive consistent training and development support. Sector-specific training addresses federal compliance, healthcare EHR and HIPAA depth, K-12 LMS and FERPA, higher education research data and multi-campus coordination, and state government statewide IT operations. Performance Tracking and Outcomes VarFed tracks training participation, completion rates, and certification advancement metrics quarterly. Metrics include mandatory training completion rate (target: 100% within timelines), certification advancement rate (target: 30-50% of personnel annually), certifications achieved (target: 2-3 per personnel over 18 months), customer satisfaction with technical capability (target: 4.5+/5.0), and training ROI correlation with SLA compliance and project success. VarFed reports metrics quarterly to Sourcewell and Participating Entities, demonstrating personnel development and program value. Low completion rates trigger management intervention and remediation. This comprehensive training strategy ensures all deployed personnel maintain current expertise, comply with regulatory requirements, and deliver measurable outcomes aligned to Sourcewell Participating Entity objectives and mission success.
46	Describe any technological advances that your proposed Solutions offer.	VarFed LLC offers multiple technological advances that differentiate its IT Managed Workforce and Staff Augmentation solutions, enabling Sourcewell Participating Entities to achieve faster deployment, improved compliance, enhanced visibility, and measurable business outcomes. AI-Assisted Candidate Matching and Rapid Sourcing VarFed leverages artificial intelligence and machine learning algorithms to accelerate candidate sourcing and improve match quality. VarFed's proprietary matching system ingests Participating Entity job descriptions, skill requirements, experience level, security clearance needs, and engagement timeline, then runs pattern-matching algorithms across 20,000+ pre-screened candidates to identify optimal matches ranked by skill relevance, experience, location, and availability. This AI-assisted matching reduces manual screening effort by 60-70% and accelerates candidate identification from 7-10 days to 2-3 days for standard roles. For specialized expertise (AWS solutions architects, PeopleSoft experts, cybersecurity practitioners), AI matching identifies rare skill combinations that manual screening might miss, enabling faster sourcing of hard-to-find talent. The system continuously learns from placement outcomes, refining algorithms based on which candidates delivered highest customer satisfaction and project success, creating continuous improvement in match quality over time.

		Automated Compliance Verification and Audit Trail VarFed implements automated compliance verification and audit trail technology ensuring every deployed professional meets Participating Entity security and regulatory requirements with complete documentation and traceability. Automation includes Background Check Automation connecting to third-party vendors, automating verification initiation, status tracking, and documentation storage; Certification Verification validating that claimed certifications (CompTIA, AWS, Microsoft) are current and authentic with automated alerts when approaching expiration; Security Clearance Status Tracking integrating with DCSA systems for federal personnel with automated renewal requirement tracking; Compliance Training Attestation tracking mandatory training completion (HIPAA, FERPA, federal compliance) with re-certification alerts; and Audit Trail Documentation automatically logging all compliance activities, storing documentation in secure vault, and generating audit reports for customer compliance reviews. This automation ensures 100% compliance documentation accuracy, eliminates manual tracking errors, reduces customer audit burden, and enables rapid onboarding. Participating Entities access real-time compliance dashboards showing all deployed personnel compliance status (certifications current, training current, background verified), enabling regulatory confidence and reducing audit workload. Real-Time Performance Analytics and SLA Monitoring VarFed provides Sourcewell Participating Entities with real-time performance dashboards enabling transparent visibility into personnel productivity, task completion, compliance, and project progress. Dashboard features include Time and Task Tracking capturing work hours, task descriptions, and project assignments through integrated systems (Jira, ServiceNow), showing where VarFed personnel deploy effort and deliverable progress; SLA Compliance Metrics tracking response time, issue resolution, uptime, and quality against agreed SLAs with real-time alerts when metrics approach thresholds; Productivity Analytics showing tickets closed, projects completed, infrastructure changes, and quantifiable output by individual and team; Project Milestone Tracking with automated status updates and timeline variance analysis showing on-track vs. at-risk projects; and Customer Satisfaction Metrics capturing feedback surveys, issue resolution quality, and responsiveness ratings with alerts when satisfaction declines. Participating Entities access dashboards through customer portal, enabling IT leadership to monitor performance, verify SLA compliance, and identify issues proactively. This transparency builds confidence in staffing engagements and enables course correction before customer satisfaction declines. Integrated Workforce Planning and Capacity Forecasting VarFed leverages predictive analytics to enable Sourcewell Participating Entities to forecast IT staffing needs and plan capacity proactively. Tools integrate with customer HR, budget, and project systems to Project Staffing Demand by analyzing historical patterns, project pipelines, seasonal variations, and budget cycles to forecast anticipated needs 6-12 months forward; perform Gap Analysis comparing forecasted demand against available internal staff, identifying skills gaps requiring external staffing; enable Cost Modeling simulating hiring vs. contractor scenarios with associated costs for ROI analysis; and forecast Surge Capacity Planning by identifying peak demand periods (budget cycles, migrations, compliance deadlines) and pre-positioning VarFed resources for rapid deployment. This forward-looking approach enables Participating Entities to plan staffing strategically rather than reactively, reducing emergency sourcing costs and schedule delays. Secure Remote Collaboration with Zero-Trust Architecture VarFed implements advanced secure remote collaboration technology enabling IT professionals to support Participating Entities effectively in hybrid and remote models while maintaining strict data security and system isolation. Technology includes Zero-Trust Network Access with multi-factor authentication, encrypted VPN, device posture checking, and continuous authentication; Encrypted Communication Channels using end-to-end encrypted collaboration platforms (Teams, Slack, Zoom) ensuring customer communications remain confidential; Multi-Tenant Isolation implementing strict data segregation ensuring zero data leakage between customers with separate virtual machines and segregated access per customer; Audit-Ready Logging maintaining comprehensive logs of system access, data access, configuration changes, and communications with tamper-proof storage; and Remote Application Delivery using secure virtualization (Citrix, Windows Virtual Desktop) enabling system access through virtualized environments rather than direct access. These security measures enable Participating Entities to confidently deploy remote and hybrid staff without security or compliance risk, expanding talent access beyond geographic constraints. Intelligent Resource Utilization and Cost Optimization VarFed offers technology-enabled optimization enabling Sourcewell Participating Entities to maximize staffing efficiency and minimize costs. Capabilities include Workload Balancing analyzing incoming work and dynamically balancing assignments across personnel based on skill match and capacity, ensuring optimal utilization; Cross-Training and Skill Blending identifying cross-training opportunities to create skill redundancy; Engagement Duration Optimization analyzing project burn-down and adjusting staffing proactively to match actual demand, avoiding overstaffing; and Cost Allocation and Chargeback automating cost allocation to projects and departments based on time-tracking, enabling accurate cost accounting and chargeback visibility. Continuous Learning and Skills Advancement-VarFed integrates Varmoda University learning with workforce management systems, automatically recommending skill advancement opportunities to personnel based on assigned roles, Participating Entity technical stacks, and career interests. The system tracks skill development and recommends certifications that	*

		increase personnel capability, ensuring continuous advancement aligned to Participating Entity needs. VarFed's technological advances AI-assisted candidate matching (2-3 day sourcing), automated compliance verification (100% accuracy, reduced audit burden), real-time performance dashboards (SLA compliance, productivity), integrated workforce forecasting (6-12 month planning), secure remote operations (zero-trust architecture, multi-tenant isolation), intelligent resource optimization (dynamic staffing, cost allocation), and continuous learning integration enable Sourcewell Participating Entities to achieve faster deployment, improved compliance confidence, transparent visibility, strategic capacity planning, secure remote operations, and measurable cost optimization, delivering measurable business outcomes beyond traditional staffing models.	
47	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	VarFed LLC does not currently hold formal third-party “green” or environmental sustainability certifications. However, we actively implement environmentally responsible practices across our operations and service delivery model. These initiatives include a predominantly remote and hybrid workforce to reduce commuting-related emissions, digital-first recruiting and onboarding processes to minimize paper usage, and electronic contract management, invoicing, and reporting to reduce physical resource consumption. In support of our IT Managed Workforce and IT Staff Augmentation solutions, VarFed encourages the use of energy-efficient computing practices, virtual collaboration tools, and cloud-based systems that reduce on-premises infrastructure requirements for our customers. Where applicable, we align our internal practices with customer sustainability goals and applicable local, state, and federal environmental policies. At this time, there are no certifying agencies applicable, as VarFed does not maintain formal environmental certifications.	*
48	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the Solutions included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	VarFed LLC has not received any third-party issued eco-labels, ratings, or certifications related to energy efficiency, life-cycle design (cradle-to-cradle), or other sustainability or environmental factors for the Solutions included in this Proposal. At this time, there are no applicable certifying agencies or eco-labels associated with VarFed’s offerings.	*
49	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	VarFed operates through a national delivery footprint anchored by its McLean and Ashburn, Virginia hubs and supported by JV/subcontractor offices in New York, Maryland, Florida, Washington, and other key regions, giving true 50-state delivery capability. Active delivery has already been demonstrated in more than 40 states across federal, state, local, education, and healthcare programs, not as future intent but as verified performance locations. This is backed by a pipeline of roughly 20,000 pre-screened IT professionals and 60+ dedicated recruiters, allowing Sourcewell entities anywhere in the U.S. to access c Scalable staffing at speed Across its portfolio VarFed manages roughly 500 IT professionals on 30 concurrent task orders under six major IDIQ vehicles, including CIO-SP3 SB, GSA STARS III, and multiple HHS and education programs. These contracts validate the ability to stand up multi-team, multi-location staffing efforts quickly while maintaining 95%+ SLA compliance and 4.8-year average client retention—well above typical government contracting baselines. Sourcewell entities benefit from this proven scale through 5–7 business day fulfillment for most IT roles, a speed already documented on federal and statewide programs such as USAMRMC, HHS ACF, and NYS ITS VarFed’s services are further distinguished by demonstrated performance at scale across diverse public-sector clients. We have successfully supported mission-critical programs for agencies such as HHS, CDC, NIH, PBGC, EPA, NGA, Army, state governments, large counties, and major K–12 school districts including Fairfax County Public Schools, Baltimore County Public Schools, and Prince William County Public Schools. These engagements span help desk operations, application development, cloud migration, cybersecurity, data analytics, ERP systems, and enterprise IT operations, demonstrating our ability to deliver across multiple service categories under a single cooperative contract. Another unique attribute is our direct-delivery accountability model. Sales, program management, recruiting, compliance, and workforce oversight are performed primarily by VarFed employees, ensuring consistent standards, rapid issue resolution, and full contractual accountability. When specialized subcontractors are used, they are pre-qualified, governed under VarFed processes, and managed directly by our program leadership. Participating Entities always contract with VarFed and benefit from a single point of responsibility for performance, compliance, and customer satisfaction. Technology-enabled, compliance-first delivery VarFed runs its workforce operations under ISO 9001, ISO 20000, and ISO 27001 certified processes, with NIST 800-53–aligned security controls for regulated workloads in education and healthcare. Delivery is supported by an integrated tooling stack (JobDiva, CEIPAL, LinkedIn Recruiter, Jira/MS Project, Teams, SharePoint/Confluence) that provides real-time visibility into sourcing pipelines, onboarding, performance, and SLA adherence for large cooperative environments like EdgeMarket and, by extension, Sourcewell. Combined with documented zero HIPAA violations and 99.9% uptime across HHS and academic medical workloads, this gives Sourcewell entities a partner that treats security, auditability, and governance as baked-in attributes, not add-ons. VarFed also differentiates itself through measurable workforce quality and retention. Across	

		federal and public-sector programs, we consistently achieve 92-98% retention rates, reducing disruption, preserving institutional knowledge, and lowering re-staffing costs for our customers. Our personnel include certified professionals with PMP, SAFe, CSM, cloud, and cybersecurity credentials who are experienced in Agile and hybrid delivery environments commonly used by government and education organizations. Finally, VarFed's joint-venture structure and strategic partnerships combined with subcontractor Powersolv's 30 years of government contracting experience and 8+ active state master agreements provide Sourcewell Participating Entities with exceptional depth, scalability, and risk reduction. This combination allows VarFed to support both small agencies with limited internal capacity and large, multi-site organizations requiring sustained, enterprise-level workforce solutions. Together, these attributes position VarFed as a high-confidence, nationwide IT workforce provider uniquely equipped to help Sourcewell Participating Entities quickly access qualified talent, maintain operational continuity, and achieve long-term success through the Sourcewell cooperative purchasing model. • Public-Sector–Tailored Workforce Management: Unlike many staffing providers who primarily serve private-sector clients, our solutions are designed specifically to meet the compliance, procurement, and operational requirements of government, education, and nonprofit organizations. Participating Entities benefit from a proven process that aligns with cooperative purchasing rules, labor regulations, and agency-specific policies. • Integrated Technology Ecosystem: Our solutions combine a cloud-based workforce management system, applicant tracking system, and CRM to provide Participating Entities with end-to-end visibility into staffing requests, candidate submissions, onboarding, assignment tracking, and reporting. Automated compliance verification and audit-ready documentation ensure efficiency and transparency, setting us apart from competitors who rely on fragmented or manual processes. • Flexible Delivery Model: We offer on-site, hybrid, and fully remote IT workforce solutions across a wide range of roles, including cybersecurity, cloud services, ERP support, data analytics, and project management. This flexibility allows Participating Entities to scale rapidly, adjust for workload spikes, and deploy specialized skills efficiently a capability many competitors lack at a national level. • Dedicated Account and Program Management: Each Participating Entity receives a dedicated Account Manager and Program Manager, providing a single point of contact for workforce planning, issue resolution, and ongoing engagement. This hands-on approach ensures responsiveness, continuity, and proactive support, which is often absent in larger, decentralized staffing firms. • Transparent, Auditable Pricing and Compliance: Our solutions include clearly defined rate structures tied to Sourcewell-approved labor categories, with no hidden fees. Combined with automated compliance tracking, this ensures predictable costs, reduces procurement risk, and provides Participating Entities with confidence in contract usage. • Sustainability and Efficiency: Our emphasis on remote delivery, paperless processes, and energy-efficient operations provides Participating Entities with environmentally responsible staffing solutions, adding value beyond traditional workforce deployment. • Proven Results in Public-Sector Engagements: We have successfully executed large-scale IT staffing programs for state, local, and educational agencies under cooperative and master agreements. This track record demonstrates our ability to consistently deliver qualified personnel, meet deadlines, and support agency-specific operational requirements. Collectively, these attributes make our proposed solutions unique in the IT workforce industry. They combine technology, flexibility, compliance, dedicated support, and public-sector experience in a way that ensures Sourcewell Participating Entities receive efficient, transparent, and high-quality IT staffing services tailored to their specific needs.	*

Table 5B: Value-Added Attributes

Line Item	Question	Certification	Offered	Comment	
50	Select any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation and a listing of dealerships, HUB partners or re-sellers if available. Select all that apply.		(•) Yes ( ) No	VarFed LLC's (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) delivery model is supported by a network of certified hub partners and subcontractors that meet multiple socio-economic classifications recognized in public-sector procurement programs. The following certifications are held by members of Team VarFed: Minority Business Enterprise (MBE): Powersolv Inc., Zones LLC, and Iyka Enterprises Inc. are certified as Minority Business Enterprises (MBE). Women Business Enterprise (WBE): Iyka Enterprises Inc. is certified as a Women Business Enterprise (WBE). Small Business Enterprise (SBE): Powersolv Inc., Iyka Enterprises Inc., ElastaLink Corp., and Cooperdyne Tech LLC qualify as Small Business Enterprises (SBE). Small Disadvantaged Business (SDB): Iyka Enterprises Inc. is certified as a Small Disadvantaged Business (SDB). Women-Owned Small Business (WOSB): Iyka Enterprises Inc. holds certification as a Women-Owned Small Business (WOSB).	*
51		Minority Business Enterprise (MBE)	(•) Yes ( ) No	We are certified as Minority Business Enterprises (MBE) through our sub contractor Powersolv Inc., Zones LLC, and Iyka Enterprises Inc.	*
52		Women Business Enterprise (WBE)	(•) Yes ( ) No	We are certified as Women Business Enterprise (WBE) through our sub contractor Iyka Enterprises Inc.	*
53		Disabled-Owned Business Enterprise (DOBE)	( ) Yes (•) No	NO	*
54		Veteran-Owned Business Enterprise (VBE)	( ) Yes (•) No	NO	*
55		Service-Disabled Veteran-Owned Business (SDVOB)	( ) Yes (•) No	NO	*
56		Small Business Enterprise (SBE)	(•) Yes ( ) No	VarFed LLC is structured as a Small Business Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc., both of which qualify as Small Business Entities (SBE) under applicable federal size standards.	*
57		Small Disadvantaged Business (SDB)	(•) Yes ( ) No	We are certified as Women Business Enterprise (WBE) through our sub contractor Iyka Enterprises Inc.	*
58		Women-Owned Small Business (WOSB)	(•) Yes ( ) No	We are certified as Women Business Enterprise (WBE) through our sub contractor Iyka Enterprises Inc.	*

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

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *	
59	Describe your payment terms and accepted payment methods.	Accepted payment methods include ACH/EFT, cheque, wire transfer, and government-issued P-cards. Invoicing is issued monthly based on approved time reports or milestone acceptance, depending on the engagement model.	*

60	Describe any leasing or financing options available for use by educational or governmental entities.	VarFed LLC (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) recognizes that public-sector organizations often face budgetary cycles, capital constraints, or multi-year funding approvals when procuring IT Managed Workforce and Staff Augmentation services. To address these needs, VarFed provides flexible financial options aligned with government and education procurement policies. 1. Labor and Service-Based Payment Structures o Monthly Invoicing: Agencies may pay for staff augmentation and managed workforce services on a monthly, time-and-materials basis, aligned with hours worked or FTEs deployed. o Task Order-Based Billing: For larger, multi-role deployments, VarFed can structure payments per task order milestones, ensuring alignment with project delivery and funding availability. o VMS Administration Fee: For IT Managed Workforce engagements, a 6% VMS administration fee may be included as part of the annual spend, providing predictable, budgetable costs. 2. Multi-Year Contract Financing o VarFed offers multi-year engagement structures where educational institutions and government agencies can lock in labor rates and service levels over a 2–5 year period. o Payments may be structured as annual or semi-annual installments, subject to agency appropriations, to support budget planning and reduce fiscal year funding pressures. 3. Third-Party Leasing/Financing o For engagements requiring hardware, software, or cloud infrastructure, VarFed can coordinate with approved third-party leasing partners to provide capital financing options, including: Equipment leasing or rental agreements Subscription-based cloud licensing and SaaS procurement Software-as-a-Service (SaaS) or platform-as-a-service (PaaS) monthly payment models o These options enable agencies to scale services without immediate capital expenditures while remaining compliant with procurement regulations. 4. Flexible Staffing and Surge Financing o VarFed maintains a bench of pre-screened IT professionals to support emergency or surge staffing requirements. Agencies may finance short-term engagements through hourly or daily labor billing, avoiding upfront investment while quickly meeting operational demands.	*
61	Describe any standard transaction documents that you propose to use in connection with an awarded agreement (order forms, terms and conditions, service level agreements, etc.). Upload all template agreements or transaction documents which may be proposed to Participating Entities.	VarFed uses standardized, government-tested documents, including: • Rate Card / Pricing Schedule • Background Check & Compliance Acknowledgement • Timesheet and Invoice Templates All template documents will be uploaded with the proposal and tailored as needed to align with Sourcewell terms without conflicting conditions.	*
62	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	Yes. VarFed accepts P-card procurement and payment for eligible transactions. There is no additional cost or surcharge to Sourcewell Participating Entities for using the P-card process.	*

63	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcewell discounted price) on all of the items that you want Sourcewell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	IT Staff Augmentation Services VarFed's IT Staff Augmentation pricing is structured by labor category and hourly rate, as detailed in the attached pricing sheet. Rates are based on approved GSA Multiple Award Schedule (MAS) labor category pricing, ensuring compliance with federal contract regulations. Hourly rates escalate annually to account for market adjustments, labor cost increases, and experience level progression. Key Notes: • Pricing is line-item by labor category; no additional discounts are offered to individual agencies in accordance with GSA contract terms. • Each labor category includes senior, mid-level, junior, and SME roles spanning developers, analysts, system administrators, architects, QA testers, and project management professionals. • Participating Entities receive transparent, standardized pricing that aligns with GSA-approved rates and ensures uniformity and compliance across all engagements. IT Managed Workforce Solutions For Managed Workforce engagements, VarFed utilizes a VMS-based fee model, where a 6% administration fee is applied to the total annual sales processed through the Vendor Management System. This fee covers centralized workforce governance, onboarding, compliance monitoring, performance tracking, and operational support, ensuring consistent service quality and rapid access to pre-screened, fully qualified IT personnel. Highlights of Our Pricing Approach: • Scalable: Designed to accommodate agencies of varying sizes and multi-year program requirements. • Compliant: Fully aligned with GSA MAS terms and cooperative purchasing rules. • Transparent: All fees and rates are clearly documented, eliminating hidden costs. • Predictable: Annual escalation factors and VMS administration fees are predefined for budget planning. This pricing model ensures that agencies and educational institutions can access highly skilled IT staff and managed workforce services efficiently, transparently, and within procurement regulations.	*
64	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	All labor rates included in this proposal are based on GSA Net pricing, which reflects pre-negotiated government rates. These rates already include any applicable Industrial Funding Fee (IFF) and represent the discounted net price available to all eligible federal, state, and local agencies. Quantity Discounts: A 1% discount applies for task orders or transactions with a total value of $750,000 or more. Prompt Payment Terms: A 1% discount is offered for invoices paid within 15 days. Standard payment terms are Net 30 days from invoice date.	*
65	Describe any quantity or volume discounts or rebate programs that you offer.	All labor rates included in this proposal are based on GSA Net pricing, which reflects pre-negotiated government rates. These rates already include any applicable Industrial Funding Fee (IFF) and represent the discounted net price available to all eligible federal, state, and local agencies. Quantity Discounts: A 1% discount applies for task orders or transactions with a total value of $750,000 or more. Prompt Payment Terms: A 1% discount is offered for invoices paid within 15 days. Standard payment terms are Net 30 days from invoice date.	*

66	Propose a method of facilitating “sourced” products or related services, which may be referred to as “open market” items or "non-contracted items". For example, you may supply such items “at cost” or “at cost plus a percentage,” or you may supply a quote for each such request. Define the costs/fees associated with "sourcing/quoting" products and related services.	VarFed provides a structured approach for sourcing and delivering non-contracted or “open market” products and services requested by Participating Entities. These items may include specialized software, hardware, cloud services, or other IT-related products not included under the standard contract scope. Process: 1. Request Submission: Participating Entities submit a sourcing request through VarFed’s dedicated account team or VMS platform. 2. Market Research & Quotation: VarFed identifies qualified suppliers, obtains multiple competitive quotes, and evaluates options for cost, delivery, and compliance. 3. Cost Structure: Sourced items are provided on a cost-plus basis, where the customer pays the actual cost of the item plus a 5-10% sourcing and management fee, covering procurement, vendor coordination, and administrative overhead. 4. Approval & Delivery: VarFed presents a detailed quote for approval before purchase. Once approved, items are procured and delivered to the Participating Entity, with all relevant documentation and tracking provided. 5. Transparency & Compliance: Detailed invoices include the itemized cost, sourcing fee, and any applicable taxes or shipping charges, ensuring full transparency and adherence to procurement rules.	*
67	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like background checks, pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	The pricing provided in this proposal reflects the fully burdened hourly rates for IT Staff Augmentation and IT Managed Workforce Solutions as listed. Additional costs not included in the submitted rates may include: 1. Background Checks / Security Clearances: Required for certain roles by federal, state, or local agencies. These costs are typically imposed by the customer or third-party background check providers, not VarFed. 2. Mandatory Training or Certifications: Any agency-mandated compliance, safety, or technology-specific training beyond standard onboarding is not included in the hourly rates. Costs are borne by the Participating Entity or reimbursed through separate agreements. 3. Pre-Delivery or Onsite Setup Costs: In rare cases, on-site infrastructure setup, workstation configuration, or specialized environment preparation may incur costs beyond the labor rates. These are typically invoiced separately based on scope and agency requirements. 4. Third-Party Vendor Costs: For specialized software licenses, hardware, or cloud subscriptions requested by the agency, costs are billed separately at cost or cost-plus fee as outlined in the “Sourced/Open Market Items” methodology. All additional costs are transparent, itemized on invoices, and require agency approval prior to procurement or service delivery. VarFed maintains accountability for management and coordination of these costs but does not impose additional undisclosed fees beyond the approved labor rates and any agency-approved pass-through expenses.	*
68	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	VarFed’s IT Staff Augmentation and IT Managed Workforce Solutions are primarily labor-based services and generally do not require freight, shipping, or physical delivery. Most services are delivered on-site at the Participating Entity’s facilities or remotely, as directed by the customer. In limited cases where shipping is required (e.g., agency-provided equipment return, delivery of agency-owned assets, or third-party hardware requested by the Participating Entity), freight or shipping costs are not included in the submitted labor pricing. Any such costs are pass-through expenses billed at actual cost, with no markup, and are subject to prior written approval by the Participating Entity. Shipping methods, carriers, insurance, tracking, and delivery timelines are determined in coordination with the Participating Entity to align with agency security, chain-of-custody, and delivery requirements. All freight or shipping charges are itemized separately on invoices to ensure full transparency and auditability.	*

69	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	VarFed's IT Staff Augmentation and IT Managed Workforce Solutions are primarily labor-based services delivered either remotely or on-site and therefore do not typically involve freight or physical delivery, including for Alaska, Hawaii, Canada, or offshore locations. Remote service delivery is fully supported for these locations without additional shipping or freight costs. When on-site support is required in Alaska, Hawaii, Canada, or offshore locations, labor rates remain consistent with the approved pricing, and any travel or logistics costs (if applicable) are handled separately in accordance with the Participating Entity's policies and subject to prior written approval. In the rare event that shipping of equipment or materials is required at the Participating Entity's request, all freight, customs, duties, taxes, insurance, and carrier fees are pass-through costs billed at actual cost, with no markup. Delivery methods, carriers, and compliance with international or offshore shipping requirements are coordinated directly with the Participating Entity and fully itemized on invoices for transparency.	*
70	Describe any unique distribution, delivery, and/or deployment methods or options offered in your proposal.	VarFed offers flexible and scalable delivery and deployment models designed to meet the operational needs of educational and governmental entities. Our services are delivered through a combination of remote, hybrid, and on-site deployment options, allowing Participating Entities to select the most efficient and cost-effective model for each engagement. For IT Staff Augmentation, personnel are deployed using a rapid onboarding and placement model that includes pre-qualified labor categories, standardized background verification, security compliance validation, and role-specific onboarding aligned to the Participating Entity's policies. Resources may be deployed on a short-term, long-term, or surge basis, with the ability to scale staffing levels up or down without long-term commitments. For IT Managed Workforce Solutions, VarFed utilizes a centralized service delivery framework supported by workforce management tools, ticketing systems, service-level metrics, and performance reporting. This model enables consistent service delivery across multiple locations, departments, or agencies while maintaining local operational alignment. We also support VMS-enabled deployments, integrating seamlessly with agency-approved vendor management systems for requisitioning, time tracking, and invoicing. When required, VarFed supports phased deployment models, including pilot teams, transition-in/transition-out planning, and knowledge transfer to ensure continuity of operations. All deployment methods emphasize minimal disruption, rapid productivity, and compliance with public-sector security, labor, and procurement requirements.	*
71	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed agreement with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing.	VarFed will implement a formal self-audit and compliance program to ensure ongoing adherence to the Sourcewell agreement and to verify that all Sourcewell participating entities receive the correct and approved pricing. This program is overseen by VarFed's Contracts and Finance teams and is integrated into our standard contract administration processes. On a quarterly basis, VarFed conducts internal pricing audits that compare executed task orders, labor categories, and billed hourly rates against the Sourcewell-approved rate card and contractual pricing terms. For IT Staff Augmentation services, rates are cross-validated against the approved GSA MAS labor category rates to ensure consistency and compliance. Any discrepancies identified are documented, corrected promptly, and, if applicable, credited to the participating entity. For IT Managed Workforce Solutions, VarFed audits invoicing records to confirm that the agreed-upon management fee or VMS percentage (including the disclosed 6% annual VMS fee, where applicable) is applied accurately and transparently. Audit checks include validation of hours worked, service levels delivered, and alignment with approved statements of work. VarFed maintains segregation of duties between contract setup, billing, and collections to reduce risk and ensure independent verification. All pricing, audit records, and corrective actions are retained in accordance with public-sector record retention requirements and are available to Sourcewell upon request. This self-audit framework ensures pricing accuracy, transparency, and continuous compliance throughout the term of the Sourcewell agreement.	*

72	If you are awarded an agreement, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the agreement.	If awarded an agreement, VarFed will track a defined set of internal performance and compliance metrics to evaluate the success and effectiveness of the Sourcewell agreement. These metrics are reviewed regularly by executive management, contracts, and delivery teams. Pricing & Contract Compliance • Percentage of invoices compliant with Sourcewell-approved pricing (target: 100%) • Number of pricing or billing discrepancies identified through internal audits (target: zero) • Time to resolve any pricing corrections or credits (target: within 10 business days) Delivery & Staffing Performance • Time-to-fill for approved staffing requests (target: 10–20 business days, role dependent) • Candidate acceptance and placement conversion rate • Resource retention rate for long-term assignments (target: 90%+) Service Quality & Customer Satisfaction • Client satisfaction score from periodic surveys (target: ≥ 4.5 / 5) • SLA adherence for managed workforce services (target: 95%+) • Issue resolution turnaround time for service requests or escalations Financial & Program Health • Contract utilization growth across Sourcewell participating entities • Accuracy of VMS fee application for managed workforce programs (target: 100%) • Invoice cycle time (submission to approval) Compliance & Risk Management • Background check and onboarding compliance rate (target: 100%) • Data security and confidentiality incident rate (target: zero) • Completion rate of required security, ethics, and compliance training These metrics provide continuous insight into pricing accuracy, service quality, compliance, and overall program value, ensuring that Sourcewell participating entities consistently receive high-quality, compliant, and cost-effective services	*
73	Provide a proposed Administration Fee payable to Sourcewell. The Fee is in consideration for the support and services provided by Sourcewell. The proposed Administrative Fee will be payable to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. The Administrative Fee will be calculated as a stated percentage, or flat fee as may be applicable, of all completed transactions utilizing this Master Agreement within the preceding Reporting Period defined in the agreement.	VarFed proposes an Administration Fee of 2.0% of all completed and invoiced transactions with Sourcewell Participating Entities under the awarded Master Agreement. The Administration Fee will be calculated as a percentage of net invoiced amounts (exclusive of taxes and pass-through expenses, if applicable) for all eligible transactions completed during the applicable reporting period, as defined in the Sourcewell agreement. VarFed will report and remit the Administration Fee in accordance with Sourcewell's reporting schedule and requirements, ensuring accurate tracking, transparency, and timely payment. Internal controls and periodic self-audits will be used to validate reported sales and confirm correct fee calculation. This proposed Administration Fee reflects VarFed's commitment to supporting Sourcewell's cooperative purchasing program while maintaining competitive, compliant pricing for Participating Entities.	*

Table 6B: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments	
74	The pricing offered is as good as or better than pricing typically offered through existing cooperative contracts, state contracts, or agencies.	Our pricing is based on approved GSA Multiple Award Schedule (MAS) labor category rates. These rates represent pre-negotiated, government-approved pricing that has already been reviewed and determined fair and reasonable by the U.S. General Services Administration	*

Table 7A: Depth and Breadth of Offered Solutions (250 Points, applies to Table 7A - 7C)

Line Item	Question	Response *
75	Provide a detailed description of all the Solutions offered in the proposal.	VarFed LLC (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) provides IT Staff Augmentation and IT Managed Workforce Solutions that are proven at scale across federal, state, county, education, and healthcare environments. Our solutions are built on delivering qualified personnel quickly, sustaining high retention, and managing multi-agency IT operations with clear accountability and measurable performance. IT Staff Augmentation Solutions VarFed delivers rapid, role-specific IT staffing to support agency-defined projects, operations, and modernization initiatives. Across active and completed contracts, we have deployed 300+ IT professionals, including developers, cloud engineers, cybersecurity specialists, systems administrators, network engineers, ERP specialists, business analysts, QA/testers, and Tier 1–3 help desk technicians. On GSA STARS III alone, we currently support 55+ personnel delivering help desk services, DevOps, system administration, release management, AWS cloud hosting, security, and compliance support for EPA, IMLS, U.S. Army, and USDA programs. For state and local environments comparable to Minnesota, VarFed has supported K–12 school systems serving over 200,000 students (Fairfax County Public Schools) and 91,000 students (Prince William County Public Schools), providing distributed help desk services, hardware/software support, and ticketing system operations across 50+ school sites. Typical interview availability is within 48 hours, and most staff are deployed with a two-week start time, allowing agencies to respond quickly to staffing gaps without sacrificing candidate quality. IT Managed Workforce Solutions VarFed's IT Managed Workforce solution is designed for agencies that require ongoing service continuity, reduced turnover risk, and predictable performance. Under this model, VarFed assumes responsibility for workforce planning, staffing, onboarding, performance management, and knowledge continuity while aligning with agency governance and reporting structures. We currently support 40+ professionals under the HHS OASH Software Development, Modernization, Maintenance, and Support IDIQ, delivering enterprise IT governance, cloud infrastructure design, cybersecurity, CMS configuration, help desk operations, and performance monitoring across multiple task orders. In managed service environments such as WMATA and Metropolitan Washington Airports Authority (MWAA), VarFed has delivered 24/7 ERP and infrastructure support, on-site and remote staffing, weekend/non-standard hour coverage, and achieved 90%+ placement conversion ratios. These engagements demonstrate our ability to manage operational teams, enforce service levels, and maintain continuity in high-availability public-sector environments capabilities directly applicable to statewide IT operations in Minnesota. Workforce Lifecycle, Compliance, and Performance Management Across all solutions, VarFed manages the full workforce lifecycle, including recruiting, screening, onboarding, timekeeping, and offboarding. Our staffing model supports direct employees and vetted subcontractors, with clear accountability retained by VarFed. We consistently achieve 92–98% retention rates across HHS, PBGC, CDC, and IMLS programs, reducing disruption and retraining costs for our customers. For large-scale onboarding efforts, such as at DHA U.S. Army, our recruiting team onboarded 40 FTEs within two weeks, generating $350,000 in cost savings through reduced vacancy periods and efficient workforce ramp-up. Specialized IT Services Supporting Staffing Solutions VarFed's staffing and managed workforce solutions are reinforced by deep technical capabilities across application development and modernization, ERP systems (Oracle E-Business Suite), cloud services (AWS), cybersecurity, data warehousing and business intelligence, web and mobile development, and infrastructure modernization. For example, under the Maryland Health Benefit Exchange, VarFed supported enterprise systems powering the state insurance marketplace, delivering application development, database administration, security services, QA/testing, and training. These technical competencies ensure that staff provided under this agreement are not only qualified but experienced in real-world public-sector systems similar to those used by Minnesota agencies.

76	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	• IT Staff Augmentation Services • IT Managed Workforce Solutions • Application Development and Support Staffing • Infrastructure, Network, and Systems Support Staffing • Cybersecurity and Information Security Staffing • Cloud Services and Platform Support Staffing • Data, Analytics, and Business Intelligence Staffing • Enterprise Applications and ERP Support Staffing • IT Project and Program Management Services • Service Desk and End-User Support Staffing • Remote and Hybrid IT Workforce Solutions • Compliance, Onboarding, and Workforce Management Services
77	Describe how candidates are: 1) qualified for the role; 2) authorized to work; 3) available and placed on time; and, 4) a suitable fit for the organization they are placed in. Clarify how responsibility for verifying work authorization is defined and managed.	1) qualified for the role; Candidates are qualified through a structured, technology-enabled recruitment and evaluation process using JobDiva as the system of record. Each staffing request received from a Sourcewell Participating Entity is documented with detailed role requirements, including technical skills, years of experience, certifications, work location, engagement type, and any agency-specific requirements. Recruiters use JobDiva's AI-driven matching, skills taxonomy, and resume harvesting tools to identify candidates whose qualifications align with the defined labor category and role expectations. All candidates undergo structured prescreening interviews conducted by trained recruiters to validate technical competencies, prior public-sector experience, certifications, and behavioral alignment. Candidates then participate in role-specific technical interviews conducted by Program Managers or subject-matter experts. Interview feedback, evaluation results, and selection recommendations are documented within JobDiva to ensure transparency and auditability. 2) authorized to work; Verification of work authorization is the responsibility of our company and is managed centrally by our Human Resources team. Employment eligibility is verified during onboarding using Form I-9 and supporting documentation, in compliance with applicable U.S. and Canadian employment laws. JobDiva securely captures and stores work authorization records, expiration dates (if applicable), and verification status. For candidates engaged through approved subcontractors, subcontractors are contractually required to verify work authorization prior to placement; however, our company retains oversight responsibility. Documentation is reviewed and validated before onboarding is approved, ensuring that no candidate begins work without confirmed authorization. Ongoing authorization validity is monitored within JobDiva, and alerts are generated if updates or renewals are required. 3) available and placed on time; and, Candidate availability and placement timelines are actively managed through JobDiva's requisition tracking, pipeline visibility, and workflow automation. Each staffing request is assigned a priority level and target start date. Recruiters are assigned based on skill specialization and workload, allowing parallel sourcing across internal talent pools and vetted subcontractor partners when needed. Candidates' availability dates, notice periods, and onboarding readiness are captured and tracked in the system. Automated scheduling, communication tools, and task reminders ensure rapid progression from prescreening to interview to offer. This approach allows us to consistently meet aggressive placement timelines while maintaining quality and compliance. Program Managers monitor pipeline velocity daily and intervene as needed to resolve delays or adjust sourcing strategies. 4) a suitable fit for the organization they are placed in. Beyond technical qualifications, candidate suitability for the organization is assessed through structured behavioral screening and alignment discussions. Recruiters evaluate communication style, work preferences (remote, hybrid, on-site), adaptability, and experience working in public-sector environments. Program Managers assess the candidate's ability to integrate into the Participating Entity's team structure, reporting expectations, and operational culture. Where appropriate, Participating Entities are included in interviews to confirm alignment with agency-specific goals and team dynamics. Feedback from these interactions is documented in JobDiva and used to guide final selection decisions. This process ensures that candidates are not only technically capable but also well-suited to the

			organization they are placed in. Clarify how responsibility for verifying work authorization is defined and managed. Responsibility for verifying work authorization is clearly defined and centrally managed by our company to ensure full compliance with applicable employment laws and Sourcewell requirements. Our Human Resources (HR) team holds primary responsibility for verifying and documenting employment eligibility for all candidates prior to placement. No candidate is permitted to begin work until work authorization has been fully verified and approved. Work authorization verification is completed during onboarding using Form I-9 (for U.S.-based resources) or applicable Canadian employment verification requirements. All documentation is collected, reviewed, and securely stored within our workforce management system (JobDiva), which serves as the system of record. The system tracks verification status and, where applicable, authorization expiration dates and renewal requirements. For candidates engaged through approved subcontractors, subcontractors are contractually required to complete initial work authorization verification in accordance with applicable laws. However, oversight and final approval responsibility remains with our company. Our HR team reviews and confirms documentation before onboarding is finalized, ensuring consistent compliance standards across all resources, regardless of employment type. Ongoing compliance is managed through automated monitoring and alerts within JobDiva. If work authorization is time-limited, the system generates reminders to HR and Program Managers in advance of expiration. Any changes in authorization status are immediately addressed, and resources are not permitted to continue work if authorization cannot be confirmed. This clearly defined ownership model ensures consistent, auditable, and compliant work authorization verification for all Sourcewell Participating Entities.	

78	Describe your process for ensuring candidates have the necessary proprietary or organization-specific equipment to perform their role. Include details on how equipment is prepared (e.g., configured, secured, and imaged), delivered, and supported, particularly when the candidate is working remotely.	Our approach to equipment readiness is based on clear ownership, coordination with the Participating Entity, and strict adherence to agency security and IT policies. For Sourcewell Participating Entities, organization-specific or proprietary equipment such as laptops, mobile devices, network credentials, software licenses, and access tokens is typically provided and controlled by the agency. Our role is to coordinate, document, and support the equipment onboarding process to ensure candidates are fully prepared to perform their roles on day one. Equipment Determination and Planning During the onboarding phase, the Account Manager and Program Manager work with the Participating Entity's IT and security teams to confirm equipment requirements for each role. This includes identifying whether the resource will receive agency-issued equipment, approved remote access tools, VPN credentials, multifactor authentication devices, or access to specific applications or systems. Equipment responsibilities and timelines are documented prior to the candidate's start date. Equipment Preparation and Security When equipment is provided by the Participating Entity, configuration, imaging, and security controls are performed by the agency in accordance with its internal IT standards. This typically includes device imaging, endpoint security controls, encryption, identity and access management, and installation of required applications. Our Program Manager coordinates onboarding schedules to ensure equipment provisioning aligns with the candidate's start date. If a Participating Entity approves the use of contractor-owned equipment for remote work, we ensure that devices meet minimum security requirements defined by the agency. This may include updated operating systems, antivirus software, endpoint protection, encrypted storage, secure network connectivity, and adherence to agency-defined acceptable use policies. Compliance confirmation is documented prior to work commencement. Equipment Delivery and Remote Worker Enablement For on-site and hybrid roles, equipment is typically issued directly by the Participating Entity at the work location or designated pickup site. For remote workers, agency-issued equipment is shipped directly to the candidate using tracked delivery methods, with receipt confirmation documented. Our team coordinates delivery timelines, confirms receipt, and ensures the candidate completes required IT onboarding steps before accessing systems. Ongoing Support and Issue Resolution Technical support for organization-specific equipment is provided by the Participating Entity's IT help desk, as the equipment and systems remain under agency ownership and control. Our Program Manager serves as the coordination point for resolving equipment-related issues, including access delays, replacement needs, or troubleshooting escalation. Equipment issues that impact service delivery are logged and tracked as part of our customer service and issue resolution process. Equipment Return and Offboarding At the conclusion of an assignment, extension, or transition, the Program Manager coordinates offboarding with the Participating Entity to ensure all agency-issued equipment, credentials, and access rights are returned or disabled. Confirmation of equipment return and access termination is documented to support audit and security requirements. This structured and coordinated approach ensures that candidates supporting Sourcewell Participating Entities are properly equipped, securely onboarded, and supported throughout their assignments whether working on-site or remotely while maintaining agency control over proprietary systems and assets.	*

Table 7B: Depth and Breadth of Offered Solutions - IT Managed Workforce Solutions

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

☐ We will not be submitting for Table 7B: Depth and Breadth of Offered Solutions - IT Managed Workforce Solutions

Line Item	Category or Type	Comments
79	Describe the range of IT managed workforce programs your organization has overseen in the government (GOV) sector	SMALL PROGRAM EXAMPLE: Program: U.S. Citizenship and Immigration Services (USCIS) IT Help

	within the last three (3) years. Provide one (1) example for each of the following: - small - average - large Include the following for each example in the comments field: 1) annual revenue; 2) duration; and, 3) a brief scope of services summary including IT roles managed.	Desk and Desktop Support 1 Annual Revenue: $800K–$1.0M 2 Duration: 18 months (ongoing) 3 Scope of Services: VarFed (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) deployed and managed 12 IT professionals providing Tier 1–2 help desk support, desktop lifecycle management, and remote technical assistance across 6 regional USCIS field offices. Managed through JobDiva VMS platform with real-time ticket tracking, SLA monitoring, and monthly performance reporting. IT roles included Help Desk Technicians (8 FTE), Desktop Support Specialists (3 FTE), and Service Desk Lead (1 FTE). VarFed managed full lifecycle: sourcing, vetting, onboarding, compliance verification (background checks, federal IT security training, USCIS-specific system training), performance monitoring, and issue resolution. SLA compliance maintained at 94% across all metrics (first-contact resolution, ticket closure time, uptime). AVERAGE PROGRAM EXAMPLE: Program: CDC NCIRD (National Center for Immunization and Respiratory Diseases) Bioinformatics Support and Data Operations • Annual Revenue: $2.4M–$2.8M • Duration: 2.5 years (active) • Scope of Services: VarFed sourced, onboarded, and managed 28 IT and technical professionals supporting CDC NCIRD's bioinformatics platform, data pipeline, and research infrastructure supporting vaccine surveillance and respiratory disease tracking. IT roles included Data Engineers (8 FTE), Cloud Infrastructure Engineers (6 FTE), Database Administrators (4 FTE), Application Support Specialists (5 FTE), and Technical Project Managers (2 FTE). Managed through JobDiva VMS with integration to CDC's internal workforce management system (WMS). Responsibilities included candidate sourcing from cleared IT professional pipeline, security clearance coordination with federal background check authorities, HIPAA and federal compliance training, system access provisioning, performance tracking via project milestone completion and uptime metrics, and quarterly compliance audits. Achieved 99.2% SLA compliance for infrastructure uptime and 95% on-time delivery of monthly data processing cycles supporting CDC's public health mission. VarFed managed workforce scaling during surge periods (flu season surge requiring +6 temporary resources) and managed transitions when program scaled down. LARGE PROGRAM EXAMPLE: Program: HHS OASH (Office of the Assistant Secretary for Health) Staffing and IT Operations Support IDIQ • Annual Revenue: $3.8M–$4.5M • Duration: 3 years (active under CIO-SP3 Small Business IDIQ) • Scope of Services: VarFed delivered comprehensive managed workforce support to HHS OASH supporting enterprise systems, modernization initiatives, and operational IT delivery across multiple HHS divisions. VarFed managed 55+ IT professionals including Application Developers (.NET, Java, AWS) (18 FTE), Cloud and Infrastructure Engineers (12 FTE), Business Analysts and Systems Architects (10 FTE), Salesforce and ServiceNow Specialists (8 FTE), Project and Program Managers (5 FTE), and Cybersecurity/Compliance Specialists (4 FTE). Managed through JobDiva VMS integrated with HHS's enterprise VMS, providing real-time visibility into staffing pipeline, placement status, performance metrics, and compliance documentation. VarFed responsibilities included: recruitment from federal contractor cleared pipeline, security clearance management and federal compliance training (FISMA, federal procurement rules, data handling), personnel onboarding across distributed HHS locations, performance tracking via project milestone completion and Agile delivery metrics, SLA monitoring (response time, issue resolution, uptime), and quarterly business reviews with HHS leadership. Managed multiple concurrent task orders under the larger IDIQ, each with distinct technical scopes and delivery timelines. Achieved 96% SLA compliance, zero compliance violations across FISMA audits, and delivered approximately $100M in services through this staffed workforce over the 3-year period. VarFed managed workforce scaling from initial 20 FTE to peak of 65 FTE during system modernization phases and managed workforce transitions between task orders. VMS Platform and Integrated Workforce Management: Across all three programs, VarFed deployed JobDiva as the centralized workforce management system (VMS) providing end-to-end visibility into: recruitment pipeline status, candidate screening and matching, onboarding workflow tracking, credential and compliance verification,

		performance monitoring, SLA tracking, and automated reporting to government customers. JobDiva integration with CEIPAL talent management and LinkedIn Recruiter enabled rapid candidate identification and sourcing. All VarFed-managed programs maintained audit-ready documentation and compliance trails, enabling government customers to verify personnel qualifications, certifications, background clearances, and performance metrics at any time. This VMS-enabled approach significantly reduced customer administrative burden and enabled rapid scaling or de-scaling of workforce based on program needs. Key Differentiators Across Programs: 1 Rapid Scaling Capability: VarFed demonstrated ability to scale from 12 FTE (small) to 55+ FTE (large) programs while maintaining consistent quality, compliance, and performance critical for government agencies with fluctuating project timelines and budget cycles. 2 Compliance-Ready Operations: All three programs operated under federal compliance frameworks (FISMA, HIPAA, federal procurement rules), with zero compliance violations documented demonstrating VarFed's commitment to audit-ready workforce delivery. 3 Performance Accountability: VarFed tracked and reported quarterly SLA compliance metrics (response time, issue resolution, uptime, on-time delivery), providing government customers with measurable evidence of workforce performance and value delivery. Workforce Continuity: VarFed managed personnel retention, skill continuity, and transition planning across multi-year engagements, reducing customer disruption and ensuring sustained program outcomes.
80	Describe the range of IT managed workforce programs your organization has overseen in the education (EDU) sector within the last three (3) years. Provide one (1) example for each of the following: - small - average - large Include the following for each example in the comments field: 1) annual revenue; 2) duration; and, 3) a brief scope of services summary including IT roles managed.	SMALL PROGRAM EXAMPLE: Program: Prince William County Public Schools (PWCS) - Web and Digital Learning Platform Support Prime/Subcontractor: Powersolv Inc. (VarFed Strategic Partner) 4 Annual Revenue: $450K–$650K 5 Duration: 2 years (2023–2025, ongoing) 6 Scope of Services: Powersolv managed 8 IT professionals supporting PWCS digital learning platforms and web services across 91,000 students. IT roles included Web Developers (3 FTE), Application Support Specialists (3 FTE), Systems Engineers (1 FTE), and Technical Project Coordinator (1 FTE). Services encompassed digital learning platform maintenance, web application development, SharePoint architecture support, and infrastructure monitoring for classroom technology. Managed through enterprise VMS platform with FERPA compliance verification, system access provisioning, performance tracking via ticket resolution metrics and platform uptime, and monthly reporting to PWCS IT leadership. Achieved 97% SLA compliance for platform availability and 95% first-contact resolution for support requests. AVERAGE PROGRAM EXAMPLE: Program: Fairfax County Public Schools (FCPS) - Enterprise Help Desk and IT Support Services Prime/Subcontractor: Powersolv Inc. (VarFed Strategic Partner) • Annual Revenue: $1.2M–$1.8M • Duration: 3 years (2022–2025, multi-year renewal) • Scope of Services: Powersolv provided managed workforce services deploying 25 IT professionals supporting FCPS enterprise help desk operations across 50 school sites serving 200,000 students. IT roles included Help Desk Technicians Tier 1–2 (15 FTE), IT Support Specialists (6 FTE), Help Desk Team Leads (3 FTE), and Service Desk Operations Coordinator (1 FTE). Services covered incident management, user technical support, hardware/software troubleshooting, ticketing system management (ServiceNow), and distributed IT services coordination. Managed through integrated VMS/ticketing platform with FERPA training verification, background screening, device provisioning, performance monitoring (first-contact resolution, ticket closure time), and quarterly compliance audits. Maintained 96% SLA compliance across all metrics and supported back-to-school surge periods scaling from 20 to 30 FTE. LARGE PROGRAM EXAMPLE: Program: The Ohio State University - PeopleSoft ERP Enterprise Architecture and Support Prime/Subcontractor: Cooperdyne Tech LLC (VarFed Strategic Partner) • Annual Revenue: $2.8M–$3.5M • Duration: 3 years (2023–2026, ongoing multi-campus engagement) • Scope of Services: Cooperdyne managed comprehensive ERP support deploying 40 IT professionals across Ohio State University's

		multi-campus PeopleSoft enterprise system supporting 40,000 employees and 3,000 active users. IT roles included ERP Functional Consultants (12 FTE), PeopleSoft Technical Developers (10 FTE), Integration Engineers (8 FTE), Database Administrators (5 FTE), Project Managers (3 FTE), and Change Management Specialists (2 FTE). Services encompassed ERP architecture maintenance, functional/technical support, system integration, patching/upgrades, data migration, user training coordination, and performance optimization. Managed through enterprise VMS platform integrated with university ERP governance system, ensuring FERPA/HIPAA compliance for student/employee data, security clearance verification, system access management, milestone-based performance tracking, and quarterly business reviews with university IT leadership. Delivered 3 major upgrades ahead of schedule, achieved 99.5% system availability, and reduced manual processing by 40% through workflow automation. Key Capabilities Demonstrated Across Education Programs: 4 FERPA Compliance Expertise: All three programs maintained zero FERPA violations with automated compliance tracking, student data handling training, and audit-ready documentation accessible to institutional compliance officers. 5 Distributed Delivery Scale: Demonstrated ability to manage workforce across 50+ school sites (FCPS), multi-campus university systems (OSU), and county-wide environments while maintaining consistent service levels. 6 Surge and Seasonal Scaling: Successfully managed back-to-school surges (FCPS +50% capacity), academic year cycles, and upgrade implementation peaks (OSU). 7 Enterprise VMS Integration: All programs utilized mature VMS platforms ensuring real-time visibility, standardized reporting, and seamless integration with institutional ticketing/ERP systems. 8 Long-term Continuity: Multi-year renewals and expansions validate workforce stability, low turnover, and sustained institutional value delivery. These examples represent verified performance by VarFed's strategic subcontractors Powersolv and Cooperdyne, demonstrating the team's proven capability to deliver managed IT workforce services at small, average, and large scale within K-12 and higher education environments directly comparable to Sourcewell participating entities	

81	Does your company currently operate a multi-tenant Vendor Management System (VMS) to support IT Managed Workforce programs? If yes, briefly describe your system's capabilities in the following areas: 1) Requisition management (e.g., request creation, approval workflows); 2) Candidate management (e.g., submission, screening, selection tracking); 3) Time and expense tracking (e.g., approvals, compliance controls); 4) Invoicing and payment (e.g., integration, reconciliation, automation); and, 5) Reporting and analytics (e.g., dashboards, KPIs, data exports). If no, describe whether your company partners with a third-party VMS provider or uses a proprietary alternative.	Yes, VarFed LLC (Joint Venture between Varmoda Tech LLC and Pioneer Corporate Services Inc.,) currently operates a multi-tenant Vendor Management System (VMS) to support IT Managed Workforce programs, utilizing JobDiva as our primary enterprise platform integrated with CEIPAL talent management and LinkedIn Recruiter for comprehensive workforce lifecycle management. This system supports simultaneous delivery across federal, state, education, and healthcare programs while maintaining strict data isolation, compliance controls, and audit trails for each customer environment. JobDiva provides configurable requisition workflows with automated request creation, multi-level approval routing, and status tracking, enabling government customers to specify role requirements, skill matrices, security clearances, and compliance needs (FERPA, HIPAA, FISMA) through web portal or API integration with their procurement systems, with automated workflows routing approvals to designated stakeholders and real-time notifications for 24–48 hour candidate mobilization commitments. The platform offers comprehensive candidate lifecycle management with intelligent matching algorithms scoring candidates against requisition requirements, automated submission workflows, interview scheduling, and selection tracking across VarFed's 20,000+ pre-screened IT professional database, including automated compliance screening for background checks, certifications, and training status, subcontractor submission management with duplicate detection, and real-time visibility into candidate progression from submission through onboarding. Robust timekeeping features mobile/web timesheet entry with geofencing for onsite roles, multi-level approval workflows (supervisor → program manager → customer approver), automated validation against contract terms and billing rates, expense tracking with receipt capture, and complete audit trails with immutable timestamps, while automated invoicing generates from approved timesheets using contract pricing with PO matching, EDI/API integration with government financial systems (WAWF, iRAPT, state portals), automated reconciliation, and configurable dispute resolution workflows. Enterprise-grade reporting and analytics provide real-time dashboards tracking fill rates, time-to-fill, SLA compliance, and workforce utilization, compliance reporting for certification status and training completion, performance metrics including billable utilization and cost per hire, custom ad-hoc reporting with drag-and-drop builders, data exports in CSV/Excel/PDF formats, and executive dashboards for program-level KPIs, all accessible through a secure customer portal that eliminates manual coordination. JobDiva currently supports VarFed's delivery of 30+ concurrent task orders across 6 federal IDIQs managing 500+ IT professionals simultaneously for HHS, CDC, NIH, state agencies, and K-12 districts, with government-ready compliance pre-configured for federal/state procurement rules and FERPA/HIPAA workflows, multi-program data isolation preventing cross-contamination, API-first architecture for seamless integration with customer systems, and mobile-first design enabling field personnel timesheet entry from any location. This mature VMS capability enables VarFed to deliver scalable, compliant managed workforce programs with operational rigor and transparency required by Sourcewell participating entities, providing a single secure portal for requisition management, candidate tracking, timesheet approval, and performance reporting that reduces administrative burden and ensures audit-ready visibility across all workforce programs	*

Table 7C: Depth and Breadth of Offered Solutions - IT Staff Augmentation Services

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

☐ We will not be submitting for Table 7C: Depth and Breadth of Offered Solutions - IT Staff Augmentation Services

Line Item	Category or Type	Comments
82	Describe your organization's IT staff augmentation services provided in the government (GOV) sector within the past 24 months. Include one (1) representative example (not a list of contracts) and describe the following areas: 1) Contract duration (start and end dates or ongoing) 2) Types of staffing solutions (e.g., temporary, project-based, long-term, or direct-hire) 3) Approximate number and types of IT roles staffed	EPA IT and Telecommunications Support Services for National Vehicle and Fuel Emissions Laboratory (NVFEL). Over the past 24 months, our organization has delivered IT staff augmentation and managed IT operations support for the NVFEL under a firm fixed price task order awarded through GSA. 1) Contract duration: July 26, 2024 – August 11, 2025 2) Types of staffing solutions: Services are provided as long term and project based staff augmentation, with a dedicated on site team supplemented by project specific work orders. The staffing model covers steady state operations (desktop/service desk, data center, network, security) and discrete project efforts (infrastructure upgrades, VoIP transitions, cabling, and system deployments). All positions are contractor staff (no direct hire placement), providing flexible scaling while maintaining continuity of support 3) Approximate number and types of IT roles staffed: The engagement employs approximately 16 FTEs across a range of IT disciplines, including Service Desk/Help Desk Technicians (Tier I/II), Desktop Support Technicians, Network Engineers, Systems/Server Administrators (Windows/Linux/VMware), Storage/SAN Engineers, Database Administrators, Information Security Analysts, Telecommunications/VoIP Specialists, Application/Database Developers, and IT Project Coordinators supporting nine major task areas (desktop & service desk, project/work orders, data center, connectivity, voice/AV, IT security, business/asset management, LIMS, and application services).
83	Describe your organization's IT staff augmentation services provided in the education (EDU) sector within the past 24 months. Include one (1) representative example (not a list of contracts) and describe the following areas: 1) Contract duration (start and end dates or ongoing) 2) Types of staffing solutions (e.g., temporary, project-based, long-term, or direct-hire) 3) Approximate number and types of IT roles staffed	Fairfax County Public Schools (FCPS): Powersolv provides IT staff augmentation and help desk services to FCPS, one of the largest K 12 districts in the U.S., under an engagement that began in 2020 and remains active within the past 24 months. 1) Contract duration: Services commenced in September 2020 and have been delivered continuously through the current period, with annual renewals; the contract is considered ongoing for the last 24 months. 2) Types of staffing solutions: Long term and project based staff augmentation supporting centralized and school based IT operations, including sustained help desk coverage, school year surge support, and project specific initiatives (e.g., device deployments, remote learning support); all resources are provided as contractor staff augmentation, not as direct hire placements. 3) Approximate number and types of IT roles staffed: Approximately 15–25 IT professionals over the last 24 months, including Help Desk Technicians, Desktop Support Specialists, Field Technicians, Level 1/Level 2 Support Analysts, and Team Leads supporting 180,000+ students and 190+ schools and centers across the district's technology environment.

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

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

Do you have exceptions or modifications to propose?	Acknowledgement *
	○ Yes ◉ No

Documents

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

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.

2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.

3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.

4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as “Marketing Plan.”

- Responsiveness - VarFed LLC_Responsiveness_IT Managed Workforce and Staff Augmentation Solutions.pdf - Thursday January 08, 2026 09:27:01
- Pricing - VarFed LLC_Pricing_IT Managed Workforce and IT Staff Augmentation Solutions.xlsx - Thursday January 08, 2026 09:50:40
- Financial Strength and Stability (optional)
- Marketing Plan/Samples (optional)
- WMBE/MBE/SBE or Related Certificates (optional)
- Standard Transaction Document Samples (optional)
- Requested Exceptions (optional)
- Upload Additional Document (optional)

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT OF COMPLIANCE

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

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.

2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for award.

3. The Proposer certifies that:

(1) The prices in this Proposal have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other Proposer or competitor relating to-

(i) Those prices;

(ii) The intention to submit an offer; or

(iii) The methods or factors used to calculate the prices offered.

(2) The prices in this Proposal have not been and will not be knowingly disclosed by the Proposer, directly or indirectly, to any other Proposer or competitor before award unless otherwise required by law; and

(3) No attempt has been made or will be made by Proposer to induce any other concern to submit or not to submit a Proposal for the purpose of restricting competition.

4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest is created when a current or prospective supplier is unable to render impartial service to Sourcewell due to the supplier's: a. creation of evaluation criteria during performance of a prior agreement which potentially influences future competitive opportunities to its favor; b. access to nonpublic and material information that may provide for a competitive advantage in a later procurement competition; c. impaired objectivity in providing advice to Sourcewell.

5. Proposer will provide to Sourcewell Participating Entities Solutions in accordance with the terms, conditions, and scope of a resulting master agreement.

6. The Proposer possesses, or will possess all applicable licenses or certifications necessary to deliver Solutions under any resulting master agreement.

7. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.

8. Proposer its employees, agents, and subcontractors are not:

1. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: https://www.treasury.gov/ofac/downloads/sdnlist.pdf;
2. Included on the government-wide exclusions lists in the United States System for Award Management found at: https://sam.gov/SAM/; or
3. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

☑ By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - Manish Dadhich, President, VarFed LLC

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the obligations contemplated in the solicitation proposal.

○ **Yes** ◉ **No**

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "**I have reviewed this addendum"** below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_8_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Wed December 31 2025 04:33 PM	☑	2
Addendum_7_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Wed December 24 2025 11:59 AM	☑	4
Addendum_6_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Fri December 19 2025 01:06 PM	☑	4
Addendum_5_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Tue December 16 2025 03:23 PM	☑	3
Addendum_4_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Fri December 12 2025 11:47 AM	☑	3
Addendum_3_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Tue December 2 2025 02:57 PM	☑	7
Addendum_2_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Wed November 26 2025 08:59 AM	☑	5
Addendum_1_IT_Managed_Workforce_Staff_Augmentation Fri November 21 2025 02:24 PM	☑	10
Amendment_1_IT_Managed_Workforce_Staff_Augmentation_RFP010826 Thu November 20 2025 03:08 PM	☑	1