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MASTER AGREEMENT #010826
CATEGORY: IT Managed Workforce and IT Staff Augmentation Solutions
SUPPLIER: Computer Aid, Inc.

This Master Agreement (Agreement) is between Sourcewell, a Minnesota service cooperative located at 202 12th Street Northeast, Staples, MN 56479 (Sourcewell) and Computer Aid, Inc., 1390 Ridgeview Drive, Allentown, PA 18104 (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 paid under the insurance policies required by this Agreement or other insurance applicable to

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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	Computer Aid, Inc.
Signed by: Jeremy Schwartz C0FD2A139D06489...	Signed by: D. Abraham Hunter 2822B073E271448...
By: _____	By: _____
Jeremy Schwartz	D. Abraham Hunter
Title: Chief Procurement Officer	Title: President & CRO
Date: 10/19/2026 | 9:48 AM CDT	Date: 10/19/2026 | 9:38 AM CDT

Docusign Envelope ID: 01E0C738-5B05-8D40-8196-DB8CF6771CCA

RFP 010826 - IT Managed Workforce and Staff Augmentation Solutions

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Vendor Details

Company Name:	Computer Aid, Inc
Does your company conduct business under any other name? If yes, please state:	CAI
Address:	1390 Ridgeview Drive Allentown, Pennsylvania 18104
Contact:	Gabriela Feliciano
Email:	CAI.Proposals@cai.io
Phone:	773-627-3163
HST#:	23-2180878

Submission Details

Created On:	Thursday November 20, 2025 07:58:47
Submitted On:	Thursday January 08, 2026 13:50:10
Submitted By:	Gabriela Feliciano
Email:	CAI.Proposals@cai.io
Transaction #:	ab41cf6c-2d29-4b69-91db-3083d20b28bb
Submitter's IP Address:	147.243.65.203

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.	Computer Aid, Inc.	*
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).	N/A	*
8	Provide your CAGE code or Unique Entity Identifier (SAM):	Cage Code: 3YXC3 SAM.gov Unique Entity Identifier: TH4JEF855433	*
9	Provide your NAICS code applicable to Solutions proposed.	541612 – Human Resources Consulting Services Potential Others: 561320 – Temporary Help Services 561330 – Professional Employer Organizations 541512 – Computer Systems Design Services 514511 – Custom Computer Programming Services 541513 – Computer Facilities Management Services 541519 – Other Computer Related Services 541690 – Other Scientific and Technical Consulting Services	
10	Proposer Physical Address:	1390 Ridgeview Drive Allentown, PA 18104	*
11	Proposer website address (or addresses):	www.cai.io	*
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):	D. Abraham Hunter President and CRO 1390 Ridgeview Drive Allentown, PA 18104 Abe.Hunter@cai.io 717-503-8594	*
13	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Gabriela Feliciano SVP, Operations 1390 Ridgeview Drive Allentown, PA 18104 Gabriela.Feliciano@cai.io 773-627-3163	*
14	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Cynthia Sullivan Executive Director, Public Sector and Workforce Services 1390 Ridgeview Drive Allentown, PA 18104 Cynthia.Sullivan@cai.io 804-912-7962 Linda Leiby Director of MSP Programs 1390 Ridgeview Drive Allentown, PA 18104 Linda.leiby@cai.io 570-337-8698	*

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.	COMPANY HISTORY Computer Aid, Inc. (CAI) is a $1.3+ billion global services firm in continuous operation since 1981 with 44 years' experience. We have extensive experience supporting public sector clients since 1991, and roughly 91% of our business revenue is derived from public sector clients today. Furthermore, more than $1 billion of CAI's revenue generated last year was through public sector Managed Service Provider (MSP) and other staffing services to more than 332 state/local agencies, universities, and other non-profit agencies across the United States (U.S.) For this response, please consider CAI as your partner for both an MSP program, acting as a central point to oversee recruitment, onboarding, vendor management, compliance, and invoicing and for general IT Staff Augmentation services, as well as a direct provider of IT staff augmentation. For this reason, we will occasionally split our answers between both an IT Managed Workforce (aka MSP) perspective and an IT staff augmentation viewpoint. This will be done where relevant and as it makes sense to the overall structure of our response. COOPERATIVE PURCHASING HISTORY We have participated in statewide cooperative purchasing agreements continuously since 2005 and in national multi-agency programs continuously since 2017 via the National Joint Powers Alliance (NJPA) program, which subsequently became Sourcewell, as well as the National Association of State Procurement Officials (NASPO). In 2024, we provided $194 million in IT services to 79 public sector entities across the U.S. through these cooperative purchasing programs. Among other things, we are one of five vendors authorized for IT staff augmentation under the Sourcewell contract (IT Managed Service and Staff Augmentation Solutions, Sourcewell contract 071321-CAI) and one of only four vendors authorized under the NASPO ValuePoint (IT Managed Service Providers (2023-2029), Master Agreement Number 22PSX0086AA) contract. We are also the only MSP vendor authorized under both. CAI has been a prime vendor on the Sourcewell MSP for IT contract since 2017. We have enrolled 42 Participating Entities nationwide and, in collaboration with Sourcewell, enrolled the State of Iowa as a state-level participant in the Sourcewell program. The Iowa program has generated $273.9 million to date. Since its inception, our Workforce Solutions portfolio has generated revenue over $2.6 billion following the same best practices that Sourcewell and its Participating entities receive under the current contract and will continue to do so under a new agreement. CAI delivers a wide array of staffing and solution-based services throughout the U.S. and Canada. In response to this Request for Proposal (RFP), we will focus specifically on our Workforce Solutions practice. Recognized as an industry leader, particularly in the public sector, we have extensive qualifications in managing statewide MSP. Our MSP programs offer comprehensive labor services, catering to a broad spectrum of staffing needs including professional services, IT, accounting, executive search, procurement, clerical work, legal support, healthcare, vendor management systems (VMS), recruitment, food and beverage, light industrial, insurance, and education. Our programs are designed to facilitate both Time & Materials (T&M) and Project-based engagements, encompassing staff augmentation, Statement of Work (SOW), and Operations & Maintenance (O&M). We developed our initial MSP program in 2004, working in collaboration with the Pennsylvania Department of General Services (DGS) as a direct expansion of our mission to provide IT resources and services, developing one of the first MSP programs ever utilized in the public space. Since that time, we have expanded our offerings dramatically; today, we are an industry leader in MSP services, and one of the few MSP firms focused exclusively on the public sector. At proposal submission, we have 17 active MSP programs and one MSP implementation in progress across the following states: - Arkansas – Since 2006 - Virginia – Since 2006 - New Jersey – Since 2008 - Iowa – Since 2012 - North Carolina – Since 2015 - District of Columbia – Since 2016 - Georgia – Since 2019 - Florida – Since 2021 - New Hampshire – Since 2021 - Idaho – Since 2022 - Indiana – Since 2022 - WMATA – Since 2023 - Connecticut – Since 2024 - North Dakota – Since 2024

		- Hawaii – Newly Implemented - New Mexico – Newly Implemented - Alabama – Newly Implemented - Utah – Implementation in Progress If we include our broader IT staff augmentation/hiring services and public sector IT contracts, our operations balloon to include programs across 26 states and Washington, D.C. Some of these contracts include administrative/clerical positions as well as light industrial and medical staffing. Most relevant to this procurement is that more than 90% of the requisitions for our MSP and staffing services are for IT staff. IT EXPERIENCE Some of our competitors are purely staffing firms, treating labor as a commodity without specialized expertise in technology. By contrast, we are IT-centric, with a primary focus on supporting state and local agencies across the U.S. We maintain industry partnerships with leading technology vendors such as Microsoft, Amazon Web Services (AWS), Oracle, and Esri. Remaining abreast of technology is a critical success factor for our business and we are uniquely qualified to assess candidates' technical abilities as part of the screening process. Another critical success factor in the early years of our business was our ability to identify, screen, hire, and retain highly skilled IT resources. As our company expanded in the 1980s and 1990s, we began to use subcontractors to supplement our own resources. We developed multiple models for assessing the quality and capabilities of these suppliers and processes to rapidly screen individual resources, including automated testing and scoring of candidate resumes, as explained later in this response. Later they grew to officially augment our MSP and Staffing Services. CORE VALUES Our journey to "power the possible" is guided by our 1-3-5 Philosophy, which serves as the foundation for our Code of Conduct and defines our character: 1 Principle: - Collaborate 3 Actions: - Act Honorably - Respect Everyone - Take Ownership 5 Attributes: - Dedicated - Intentional - Curious - Innovative - Proactive As a purpose-driven organization, CAI also fosters a work environment to support individuals with disabilities. For decades, we have provided accommodation for persons with physical disabilities such as mobility and hearing impairment. Since 2013, we have also focused on working with partners to provide training and career opportunities for neurodiverse individuals. In 2020, we became an original signatory of the "CEO Letter on Disability Inclusion" and registered to participate in the Disability Equality Index (DEI). The DEI, sponsored by the American Association of People with Disabilities (AAPD) and Disability:IN, is a benchmarking tool designed to measure corporate programs and policies that enable persons with disabilities to be effective in the workplace. As a signatory, we have committed to participating in the Disability:IN in the years to come, maintaining a positive impact on the unemployment and underemployment of people with disabilities, and continuing to disseminate disability-inclusion information and its impact on business performance so that employees and other employers understand the value individuals with disabilities bring to the workplace. We are pleased to note we achieved the maximum 100 percent score on the index in each of the past six years. BUSINESS PHILOSOPHY CAI is committed to doing what's right for our clients, colleagues, and communities. We believe in collaboration, integrity, and accountability, ensuring that every solution we deliver meets the highest standards of quality and adaptability. Our philosophy emphasizes innovation and proactive problem-solving to help clients achieve their goals.
16	What are your company's expectations in the event of an award?	As the incumbent vendor currently managing Sourcewell's IT Managed Service and Staff Augmentation Solutions contract, CAI will ensure continuity of service and a seamless transition into the new term. Our approach leverages the relationships, processes, and best practices that have driven success for the past eight years, while incorporating any new requirements to strengthen program value. We developed these plans as a result of our initial award in 2017 (NJPA Contract #020817-CAI) and the award of the rebid of that contract in 2021 (IT Managed Service and Staff

Augmentation Solutions, Sourcewell contract 071321-CAI) and have been continuously improving them in the years since.

CONTRACT KICKOFF
Our post-award planning starts with Contract Kickoff meetings. This step will finalize all contractual documentation between Sourcewell and CAI. New contractual requirements may become part of flow down terms to existing Participating entities, and users of the program, under the Participating Addendum. We will review the Marketing Plan (see Attachment 4 – Sourcewell CAI Marketing Plan) to discuss the proposed outreach to new and existing Participating entities, as well as adjust anything that may be required. The Marketing Plan plays a key role in long-term program success so that CAI may collaborate with Sourcewell to ensure needs are met, appropriate demographics are targeted, and valuable services are provided to Participating entities.

We will conclude the sessions with an understanding of Sourcewell's specific participation and activities to promote the program, the relevant Points of Contact (PoCs), and the immediate and long-term goals established for the program.

The Contract Kickoff meeting will be scheduled within 10 days after award (or at the discretion of Sourcewell) and will include a formal agenda with key CAI and Sourcewell personnel. Following the meeting, CAI will provide minutes and document any key decisions that may form part of the contract agreement.

COMMUNICATION AND TRANSITION
The second task is to develop and conduct Communications activities. It is important to note that our primary focus will be to ensure existing services remain unaffected by the award of this contract. As a current Sourcewell supplier, we will leverage our existing relationships with participating entities to inform them about this new award, service, and contract offerings.
As an incumbent supplier, we anticipate minimal initial transition tasks. However, we are prepared to manage ongoing supplier and participating entity onboarding as the contract expands. Our experience ensures smooth transitions with minimal disruption, including resource continuity, updated materials, and clear communication to users about contract changes.
CAI recognizes our responsibility to expand the Sourcewell contract to additional participating entities and suppliers as part of ongoing communication efforts, detailed in our Marketing Plan. We have proven experience in this, as demonstrated by our success in the State of Iowa (IA). Since onboarding the State of Iowa to the Sourcewell contract, we've placed 246 IT resources across 10 new agencies between 2024 and now. These include, but are not limited to:

- IA Department of Management (DOM) – General and Administrative
- IA DOM – Department of Information Technology (DoIT) – Infrastructure Operations
- IA DOM DoIT – IT Infrastructure Services Consulting
- IA DOM DoIT – Cyber Operations Support
- IA DOM DoIT – IT Project Services Consulting
- City of Cedar Rapids

VMS IMPLEMENTATION
A third, and no less important task, is the configuration of the vendor management system (VMS). Presently, we have an existing VMS platform, VectorVMS, which we utilize for the current Sourcewell contract (IT Managed Service and Staff Augmentation Solutions, Sourcewell contract 071321-CAI). Our intention is to continue the use of this system, though we are capable of utilizing other industry leading VMS should any participating entities require. We successfully operate our MSP program using various industry-leading VMS platforms, including SimplifyVMS, VectorVMS, Flextrak, and others.

If our assumption that continued use of VectorVMS is acceptable, the implementation becomes a configuration process. In this case the new rate card will be uploaded to the VMS, any revised documentation, background and screening tasks, changes to Compliance Manager needed at Member level, and a host of other actions will need to be performed. With participating entities already being familiar with system, this makes the changes easy, and we will communicate those changes accordingly. The VMS is a Software as a Service (SaaS) platform, and changes can be rolled out seamlessly. With a login via a chosen browser, the Member user is immediately ready to begin using the tool.

Training
The final task will be internal training for CAI Sales staff. Training will be provided regarding any new requirements based upon the agreed contract, as well as any changes within Sourcewell that can be a 'benefit' shared in the sales process. We also work with our vendors to help them articulate Sourcewell's value to their other clients.

Training will also include developing additional training material to enable both the CAI

		account team and suppliers to effectively utilize the VMS system. As previously mentioned, we are assuming that the existing VMS we utilize for our Sourcewell contract, VectorVMS, will be acceptable. In this case we will simply update the existing training materials with any applicable updates as necessary. If another VMS is required by a relevant participating entity, we can develop new materials to facilitate adoption. To summarize, key tasks include: - Contract kickoff meeting with Sourcewell - Finalize contract documents and terms - Review Marketing Plan - Discuss Sourcewell participation and activities - Communicate to existing participating entities - Alert participating entities to the new contract award - Discuss steps to move to new contract - Communicate to potential participating entities - Update websites and documentation referencing new contract - Kick off marketing efforts announcing new contract - Changes to the VMS system are made - Training - Develop and conduct training on the new Sourcewell contract for CAI sales staff At CAI, we take immense pride in the work we do and the successful outcomes we deliver for our clients. To this end, if awarded a contract, we request your agreement to allow us to feature your project as a reference. This will help us demonstrate our capabilities and expertise, while also showcasing the trust and satisfaction our clients have in our services. References will be handled with utmost discretion and respect for your organization.	
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.	CAI is a well-established IT services and consulting company that has been in existence for more than 40 years. We are a large, financially stable firm, and we are well qualified to manage the contract. CAI has consistently demonstrated profitable growth and healthy cash flow generation, maintaining a very strong balance sheet. Currently, CAI holds no debt and has a multi-million-dollar line of credit with a major financial institution for general corporate purposes at its disposal. This line of credit has been unused since July 2024, thanks to our robust working capital management. We consider our financial health to be very strong and stable both currently and going forward. Our current Dun & Bradstreet Viability Rating is 21BG, showing a .02% risk of failure over the next 12 months. To demonstrate CAI's financial strength, stability, and consistent growth trajectory, CAI has provided a letter of financial representation, labeled as Attachment 03 – CAI Letter of Financial Representation.	*

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.	As of April 2024, CAI had 20+ percent market share of potential state-level MSP business. At that time, CAI provided MSP and Contingent Workforce Management services as a prime vendor to the following nine of 50 states and one state-like entity (in this example, we are including the District of Columbia): - Virginia - North Carolina - Georgia - Idaho - Indiana - New Jersey - District of Columbia - Iowa (delivered under the Sourcewell contract) - Arkansas - Florida - New Hampshire In the following year and a half, as of November 2025, CAI increased that market share by around 12% through the addition of another five states, bringing our total to 15 state level MSP programs, and an approximately 32% market share of potential state-level MSP business. These newly onboarded states include: - Alabama - Connecticut - North Dakota - Hawaii - New Mexico In addition to our state-level engagements, CAI proudly serves as the prime vendor for Sourcewell's nationwide MSP for IT contract #071321-CAI. Our public services extend beyond our MSP program and include a variety of IT services including our staff augmentation work, which we are also proposing to be a part of through this contract. Our public sector contracts across the U.S. are performed throughout 27 states as of the writing of this response. They break out as follows: MSP Statewide Staffing: - 15 states, as previously listed above Other IT Staffing Programs: - California - Arizona - Minnesota - Pennsylvania Other Public-Sector IT Contracts: - Texas - Louisiana - Illinois - Kentucky - Tennessee - Ohio - Delaware - Massachusetts - Maryland This information is summarized in Attachment 05 – Graphics Book, Figure 1 – Public Sector Contracts Across the US. These instances clearly demonstrate that CAI commands a substantial presence in the public sector MSP and IT staffing markets, and that this presence is continuously growing. Our track record of successful partnerships and the consistent fulfillment of clients' needs speak to our deep understanding of the industry and our ability to adapt to its evolving demands. We also have newly invested resources and are poised to maintain and expand our market share, ensuring that we remain at the forefront of providing top-tier MSP and IT staffing services and solutions tailored to the unique challenges of our customers.	*
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.	CAI has provided staffing services to Canadian entities; however, we do not currently provide a full MSP service to any Canadian entity.	*

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.	CAI has never and is not currently going through any bankruptcy proceedings. Our current Dun & Bradstreet Viability Rating is 21BG, showing a .02% risk of failure over the next 12 months. CAI understands and will comply with informing Sourcewell in the highly unlikely event that we enter bankruptcy proceedings at any time during the prudency of this RFP evaluation or throughout the course of the subsequent contract. *
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?	CAI is best described as a service provider. The following describes our CAI Sales staff, vendor network, and account management services and how they will perform on behalf of Sourcewell in their capacity as either an MSP solution or direct staff augmentation provider. This model has been successful since we first joined the contract near the end of 2017. To illustrate our success, we have broken down the annual contract spend through the first full fiscal year to the latest full year as of writing this response. TOTAL ANNUAL REVENUE THROUGH SOURCEWELL (2018-2024): - 2018 - $24.2M - 2019 - $31.5M - 2020 - $35.2M - 2021 - $42.1M - 2022 - $54.2M - 2023 - $59.5M - 2024 - $74.7M In just seven years, CAI has increased the amount of revenue through the Sourcewell contract by a staggering 308.6% the initial value. We are confident that we have the correct approach, and we look forward to building further upon that. Within our Workforce Services Division, we operate as a long-tenured MSP delivering staffing solutions tailored to Sourcewell Member needs. As a staff augmentation provider, our talent acquisition team placed more than 900 IT consultants nationwide in 2025. CAI SALES AND SERVICE: We view all of our staff as a form of ‘sales.’ Our sales and service force is composed entirely of CAI employees, including account managers and operational staff who manage client relationships and program delivery nationwide. These individuals engage with participating entities and suppliers across our entire contract portfolio. SUPPLIER AND CANDIDATE SERVICE NETWORK: CAI has developed a nationwide network of over 2,400 suppliers through our years of service as an MSP. Each specific MSP program has its own supplier pool made up of existing suppliers who bring the right capabilities and credentials to support the client. Suppliers can be in multiple MSP networks. We particularly encourage small and disadvantaged businesses to take advantage of these opportunities. CAI has an established supplier pool under the current Sourcewell program but will continually add to it through its open enrollment process. CAI has processed more than 60,000 engagements across over 900 state and local agencies through our MSP programs. These metrics serve as an indicator of how successful we are in our ability to successfully manage such a large supplier base to deliver for our clients. CAI engages supplier partners via a Subcontractor Agreement (SA) that defines the relationship between CAI and how the supplier is to support our customers. The SA includes specific service level agreements (SLAs) and performance metrics that will be tied to the specific Member agreement so that the supplier understands what their expectations are in terms of performance, delivery, payment, and other contractual obligations. WORKFORCE SOLUTIONS: LEADERSHIP AND ACCOUNT MANAGEMENT CAI’s Workforce Solutions practice has dedicated leadership responsible for the delivery and growth of these programs. Linda Leiby, Director, MSP Programs, has supported Sourcewell since our partnership inception and understands our partnership goals and commitments. Cynthia Sullivan, Executive Director, Public Sector and Workforce Services, is dedicated to customer success and growth of our Workforce Solutions offerings and programs. Both leaders will be specifically driving the education and adoption of Sourcewell benefits both internally across the CAI organization and externally to existing and new clients. * The success of an MSP program starts with the account management team. The ability of the CAI account management team is to work alongside the Member, develop a trusted partnership, and be proactive in the management of the service. As

full-time employees, our account managers are dedicated to this service for Sourcewell and its Member community. The initial account management team – which will manage and maintain each Member – is a highly experienced group of staffing professionals. This team, led by Linda Leiby, Director, MSP Programs, has successfully supported this Sourcewell contract since 2017. In support of Ms. Leiby will be Account Managers Scott Edwards and Martie Telepo (please see Table 3, question 32 for short bios of key personnel). CAI has a large account management team and operations support team tied to our Workforce Solutions practice. This provides the flexibility needed to support growth of the Sourcewell account. As more participating entities onboard under the program, CAI will assign additional qualified resources, or if needed, an account manager from our larger team.

In support of participating entities, CAI may propose establishing local Account Management Teams in those areas based on client business needs. For example, we have a local account team for our State of Iowa and State of Arkansas MSP programs, both of which are executed under our current Sourcewell contract. Experience is the most critical element to ensure a team's success in managing a staffing MSP program. Having account management teams that possess staffing experience based on industry best practices adds value to all phases of the process, from requirement qualification, candidate screening, and through onboarding. With this approach, we can manage and support participating entities' day-to-day business locally, having access to additional resources during peak periods of activity.

We have a dedicated supplier management team employed supporting all of our staffing engagements, typically led by a supplier network manager. They are responsible for enrolling and validating suppliers. Once onboarded, the supplier network manager is tasked with ensuring all suppliers are meeting contractual requirements, have adequate insurance coverage throughout the life of the contract. They achieve this through supplier mentoring and training; in turn, we market the Sourcewell program to high-performing Suppliers. Sourcewell significantly benefits from these efforts. The Suppliers help create additional visibility of Sourcewell's offerings, with the ultimate goal of eliciting new opportunities.

CAI's Account Management Team comprises experienced IT professionals who possess excellent communication skills, an understanding of the broad range of IT roles and their requirements gained through in-field experience, and who are dedicated to alleviating the time-consuming task of hiring contingent IT resources. They are involved in every part of our solution including:

- Meeting with Member program managers to consult regarding needs and to assist with requirement preparation
- Screening resources and performing interviews
- Working with vendors to improve their ability to respond to requests
- Onboarding resources (resource support)
- Closing out engagements
- Resolving performance and supplier issues for the Member
- Conducting review meetings for state purchasers
- Holding vendor meetings and calls to provide program information and review dashboards and metrics
- Providing feedback and customer satisfaction

CAI has worked hard to help 'sell' the Sourcewell program to both clients and suppliers. With over $383M in current staff augmentation and SOW sales supporting participating entities through our Sourcewell contracts, in addition to the $273.9M in sales through the Iowa Sourcewell contract, CAI is confident our approach is foundationally solid and positioned for success.

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.	CAI is licensed to conduct business in all 50 of the United States (U.S.) and Washington, D.C. as well as all 13 Canadian provinces and territories which is critical to growth and expansion of the contract usage across both countries. CAI LICENSES AND CERTIFICATIONS Sourcewell needs a firm that follows industry best standards for financial accounting such as Generally Accepted Accounting Principles (GAAP) Statement on Standards for Attestation Engagements No. 18 (SSAE 18). CAI is a large, debt-free firm with the proper business and financial controls needed for a contract of this size. We first achieved SSAE 18 compliance in 2010 with a certified System and Organization Controls (SOC) report and have repeated this annually since that time. Our most recent audit is SOC2 Type 2, completed in July with an unqualified opinion from the auditor, i.e., zero exceptions noted. We are also a corporate member of the Staffing Industry Analysts (SIA) research and advisory firm; three of our key personnel (Table 3, question 32) have SIA Certified Contingent Workforce Professional (CCWP) credentials. LICENSES AND CERTIFICATIONS OF SUPPLIERS AND RESOURCES As part of supplier enrollment, we require each supplier to meet the necessary requirements to do business with the Member. When it comes to the placement of resources with a Member, each resource will be fully qualified according to the job requirements. We require suppliers to use eVerify to ensure all of their proposed candidates are able to work in the U.S. or Canada, as relevant. CAI will ensure that the resource will have the relevant certifications and approved training as identified in each individual requirement submitted via the VMS. CAI will work with each Member to identify the need for proof of certifications or skills and add these requirements to the VMS Compliance Manager. This will limit unqualified candidates, and through the provision of documented proof, the Member can be assured of a qualified resource.	*
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.	CAI has never been suspended or disbarred. We will comply with the requirement to notify Sourcewell if we enter debarment or suspension at any point during the pendency of this RFP evaluation.	*

24	Describe any relevant industry awards or recognition that your company has received in the past five years.	CAI has been fortunate enough to receive the following awards, recognition, and commendations over the last five years. 2025 - "Best Place to Work for Disability Inclusion" Disability Equality Index (Disability:IN) (5th year in a row, 100 points out of 100) - "Best Technical Support Solution in Computer Services", Stevie Awards for Great Employers - "Top Workplace in Lehigh Valley", the Morning Call (12th year in a row) - "Best Employers for New Grads" (Top 5%) Forbes 2024 - "America's Greatest Workplaces for Diversity", Newsweek - "America's Greatest Workplaces", Newsweek - "Best Place to Work for Disability Inclusion", Disability Equality Index (DEI) - Disability Matters Award - Workforce Category - Forbes Best Employers for Diversity list - Gold winner in Diversity, Equity, and Inclusion, 8th Annual 2024 Globee Award for American Business - Inspiring Workplaces Group – North America's Top 100 Inspiring Workplaces - "America's Greatest Workplaces for Parents & Families" Newsweek - OnCon Icon Top 50 award for Talent Acquisition and Learning & Development - "Top Workplace in Delaware", delawareonline.com (The News Journal) - Bronze "Best Corporate Social Responsibility (CSR) Strategy", Stevie Awards for Great Employers - Bronze "Best Use of Technology in Customer Service", Stevie Awards for Great Employers 2023 - "America's Greatest Workplaces for Diversity", Newsweek - "Best Place to Work for Disability Inclusion", Disability Equality Index (DEI) - Gold winner in Diversity, Equity, and Inclusion, 8th Annual 2023 Globee Award for American Business - Inspiring Workplaces Group – North America's Top 50 Inspiring Workplaces - "Top Workplace in the Lehigh Valley" by the Morning Call (10th year in a row) - "Top Workplace" by the Chicago Tribune - "AI Innovator Award", Talkdesk CX Innovator Awards 2022 - "Best Place to Work for Disability Inclusion", Disability Equality Index (DEI) - Forbes Best Employers for Diversity list - "Top Workplace in the Lehigh Valley" by the Morning Call - "Top Workplace" by the Chicago Tribune 2021 - Best Place to Work for Disability Inclusion, Disability Equality Index (DEI) - "Top Workplace in the Lehigh Valley" by the Morning Call - "Top Workplace" by the Chicago Tribune 2020 - Bristol Myers Squibb - A2W (Autism2Work) Team Exceeds Expectations Commendation - Lutron - Help Desk Delivers During Pandemic - "Top Workplace in the Lehigh Valley" by the Morning Call
25	What percentage of your sales are to the governmental sector in the past three years?	Over the past three years, 91% of CAI's total sales have been to the public sector, reflecting our strong focus and expertise in public sector solutions.
26	What percentage of your sales are to the education sector in the past three years?	CAI's MSP programs actively support education entities. In the past three years, we have completed 605 engagements totaling $26.9M, representing approximately 1% of our public sector MSP sales. Please see Attachment 05 – Graphics Book, Figure 12 for full table.

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?	CAI has many state and cooperative contracts; we have provided three years of sales as requested for some of CAI's top grossing revenue clients. - Sourcewell: $12.3M (2023), $25.0M (2024), $16.5M (2025) - Sourcewell - State of Iowa: $41.1 (2023), $42.9M (2024), $37.1M (2025) - State of Alabama: $- (2023), $- (2024), $1.8M (2025) - State of Arkansas: $8.1M (2023), $8.8M (2024), $8.8M (2025) - State of Connecticut: $- (2023), $38K (2024), $445K (2025) - State of Florida: $16.7M (2023), $14.8M (2024), $13.2M (2025) - State of Georgia: $170.3M (2023), $188.9M (2024), $174.2M (2025) - State of Idaho: $8.2M (2023), $21.2M (2024), $20.3M (2025) - State of Indiana: $84.5M (2023), $113.1M (2024), $94.4M (2025) - State of New Jersey: $145.4M (2023), $147.9M (2024), $138.7M (2025) - State of North Carolina: $158.5M (2023), $174.7M (2024), $159.4M (2025) - State of North Dakota: $- (2023), $7K (2024), $186K (2025) - Virginia Information Technology Agency: $313.5M (2023), $365.2M (2024), $338M (2025)	*
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?	CAI does not hold a General Services Administration (GSA) contract or Standing Offers and Supply Arrangements (SOSA) contract.	*

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 *	
Indiana Department of Administration (MSP)	Muneer Alam, Vendor Management Procurement Consultant	317-903-8058	*
Commonwealth of Virginia (MSP)	Diane Horvath, Category Manager for IT Contingent Labor and Professional Services	804-418-0472	*
New Hampshire Department of Information Technology (Staff Augmentation)	Steven J. Kelleher, Director of Governance and Strategic Planning	603-223-5708	*

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).	Our sales and service teams are designed to align with a public sector focus, which represents 91% of our business. We have maintained staffing operations in states that include (but are not limited to) Pennsylvania, Florida, Arkansas, Virginia, Georgia, Michigan, Delaware, and more, with the ability to support our clients across the entire country and beyond. We hold offices across the United States (U.S.) near client hubs to ensure proximity and engagement with stakeholders. Our service personnel include specialized managers for categories such as IT, clerical, light industrial, and medical staffing. With roots firmly established within the IT industry since the formation of our company back in 1981, we have the ability to leverage expertise in both the MSP and IT arena to offer solutions many of our competitors cannot. CAI is a leading provider of staffing MSP and staff augmentation services, as well as project-based services to public sector clients nationwide. Our breadth of experience and locality reach places us in an extremely able position to support participating entities with a broader range of capabilities compared to what a staffing or recruitment firm might be able to offer. CAI will be selling the Sourcewell contracts through our nationwide network of over 200 sales staff and advocates nationwide, all of whom are full-time employees. CAI's structure is such that all leaders, sales staff, and client-facing delivery staff are considered 'sales' staff, guaranteeing not only growth and successful delivery but also ensuring the utmost customer satisfaction. To this point, CAI's Delivery Team, a non-sales team, supporting the Pennsylvania Turnpike Commission (PTC) has, in fact, made sales through the Sourcewell program, having used the contract as a tool for PTC to procure staff that it would otherwise have not been able to access. This direct experience in staffing programs enables our staff to effectively market our services to potential public sector clients. These professionals bring a comprehensive understanding of contingent workforce solutions, ensuring they can articulate the value and benefits of CAI's offerings clearly and effectively.	

		To further enhance our ability to serve the public sector, CAI strategically hires team members with direct experience in the public sector, several of whom have a procurement background within state and local government. These individuals bring valuable insights into the unique challenges and needs of public sector organizations, along with an established network of connections. This network allows them to foster relationships, identify opportunities, and position CAI—and the Sourcewell contract—as the optimal solution for meeting public sector workforce needs. For example, as outlined in Question 32 later in this response, we have identified Martie Telepo as part of the service team for our proposed Sourcewell program. Martie's past experience as a Government Solutions Director at ManpowerGroup exemplifies CAI's strategic approach to hiring professionals who can effectively sell to the public market. Her role involved driving strategy, sales planning, and solution architecture for government sector engagements across State, Local, and Education (SLED) and Federal (FED) markets, contributing to significant business growth with a 20% Year over Year (YoY) revenue increase and managing a $20M–$50M pipeline. Her expertise in leveraging National Cooperative Agreements like Sourcewell, GSA, and NASPO to optimize public sector engagement, combined with her ability to establish strategic alliances and spearhead innovative workforce solutions, showcases her ability to expand government footprints. Martie's track record of aligning strategy with operational goals, fostering community partnerships, and driving workforce development initiatives demonstrates how CAI hires skilled professionals with public sector experience to better connect with government clients, navigate compliance, and effectively market programs like Sourcewell to grow CAI's presence in the public market. This approach to sales provides CAI several key strengths: 1. Industry Expertise: By leveraging the account management team's expertise regarding staffing programs, CAI ensures that prospective public sector clients receive tailored solutions that address their unique workforce challenges effectively 2. Public Sector Insight: Hiring team members with direct public sector experience allows CAI to understand and navigate the complexities of government and public agency operations, fostering trust and credibility 3. Established Networks: Team members with public sector backgrounds bring their existing connections, enabling CAI to build relationships quickly, access new opportunities, and gain referrals through trusted networks 4. Targeted Marketing: The combination of staffing expertise and public sector knowledge ensures CAI can position the Sourcewell contract as the ideal solution, delivering messaging that resonates with the priorities of government entities 5. Relationship Building: This approach prioritizes partnerships and collaboration, allowing CAI to create long-term relationships with clients, which leads to repeat engagements and a strong reputation in the public sector SUPPLIER SALES STRATEGY CAI takes a distinctly unique approach to sales by also working with our suppliers and contractors to 'sell' the program to their existing clients. Across all MSP programs, as of the time of writing this bid, CAI manages roughly 2,200 active vendors across 438 participating agencies. We have developed an approach to help our Supplier network target their customers, explain the speed and benefits of leveraging Sourcewell's cooperative contracts when supporting their clients, providing guidance to assist them with leveraging their client's existing Sourcewell participating entities or by providing direction for how they can become a Sourcewell Member.	*
31	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	CAI understands the challenges of maintaining consistent access to qualified candidates. Our Workforce Solutions experts maintain a vendor network for Sourcewell and its Member community that supports all job titles and skill sets identified under the current program. This continues into the new program with appropriate updates. Access to quality talent is influenced by several factors, including IT talent supply and demand, vendor capabilities, competitive rate structures, and ensuring vendors see clear value in participating in and investing in the program. Our model increases reach to quality talent by partnering with a large and diverse set of staffing vendors. Because many participating entities prefer local candidates, we ensure that our network includes who we know to be the quality local staffing (contractor) companies with knowledge of the local IT talent pool. We ensure our network is well balanced with vendors representing the disadvantaged business communities to meet individual Member diversity commitment goals. CAI's supplier network includes 2,187 active vendors across our MSP programs geographically distributed throughout the country. Currently, we have roughly 6,250 currently engaged agents serving 438 participating entities across all our staffing contracts. This network has grown YoY, as demonstrated below from a record of active vendors over the last three years: - 2023: 1,623 Active Vendors - 2024: 2,076 Active Vendors - 2025: 2,187 Active Vendors	

		It is important to note that we classify vendors as active or not based on their active participation in the program. We remove inactive vendors from the list. We also note that some vendors are active on several different contracts. CAI does not double-count these in our total MSP vendor pool. We can therefore stand by these numbers as a representation of true growth of our vendor pool. We have tailored this network to have maximum responsiveness, scalability, and adaptability to meet any Sourcewell Member needs, including niche needs and periods of peak demand. The network includes Suppliers with capabilities to deliver staffing solutions in metropolitan areas and rural regions across the U.S. and Canada. CAI actively recruits suppliers to ensure coverage in underserved areas, leveraging local talent pools and fostering partnerships with small businesses. The network also includes niche vendors with expertise in specialized fields, such as IT project-based work, medical staffing, or light industrial roles requiring certifications (e.g., Occupational Safety and Health Administration [OSHA] compliance). CAI maintains an open network and will continue to throughout the life of the contract. This means that with all qualification requirements met, a vendor can join at any time throughout the contract period. Each vendor is carefully vetted and certifications are checked before they are allowed to submit candidates against requisitions. Vendors receive mentorship and support as they engage with CAI to fulfill Member requirements. They receive a dedicated vendor (contractor) dashboard which shows their performance over time. They are subject to the Subcontract Teaming Agreement that will flow down from the final contractual agreement between Sourcewell and CAI, and the participating entity and CAI. CAI currently manages suppliers across 45 of the 50 U.S. states, as demonstrated in Attachment 05 – Graphics Book, Figure 1 – Suppliers by State, and are presently building a network in Hawaii to boost that number to 46 states hosting active suppliers in the CAI network. With a nationwide network, CAI is well positioned to continue the support and commitments made to participating entities already using the Sourcewell contract. Our suppliers have consistently delivered outstanding results across CAI's public sector MSP programs. For example, in Georgia. we manage our largest single network of 905 vendors enrolled in the IT Temporary Staffing Services MSP. Our recent 2025 customer survey results included comments such as "I rate CAI as exceeds [expectations]. The contract staff supplied to us have all been timely in delivery, have delivered quality service according to the requirements, and have had no failures; none of them required any remedial actions," among other glowing remarks. CAI will launch a supplier-specific marketing campaign educating our large and growing vendor pool on the benefits of participating in the Sourcewell cooperative contract. These benefits include access to all competitive opportunities released in support of Sourcewell clients, streamlined operational workflows, and expedited payment options. CAI will emphasize how the cooperative nature of the Sourcewell contract can open doors for suppliers to expand their business opportunities beyond their traditional regional or local reach. We will also provide direction aimed at educating suppliers on how their sales teams can leverage Sourcewell's contract vehicles to gain access to clients that may have otherwise been out of reach. This messaging will be delivered through email campaigns, direct outreach, and supplier-focused webinars, which will introduce Sourcewell and outline the steps to enroll as a participating supplier. More details on this plan are provided in our answers to Table 4. In addition, CAI will continue to extend the reach of the Sourcewell cooperative contract by marketing to local governments, municipalities, and other public sector entities to showcase the program's value and encourage participation. Through sponsorships, attendance at industry trade shows, and presentations at professional association conferences, CAI expands awareness of the Sourcewell program among potential clients and suppliers. We leverage contract-specific webpages on our MSP portal, targeted email campaigns, and curated content across platforms like LinkedIn to share key information and promote the value of joining the supplier network. Most of our MSP clients include direct information about the MSP program on their own websites.	*
32	Service force (see instructions above).	CAI's sales and service functions are closely integrated to ensure seamless delivery of our staffing solutions, particularly as it relates to 'selling' the Sourcewell program to other entities. CAI's Workforce Solutions practice is a mature organization with well established, proven processes and practices for managing IT contingent labor. Our large, dedicated team of 50 is comprised of seasoned professionals with substantial expertise in program management, IT staffing, and MSP operations. The team is spread across the United States (U.S.), supporting the various contracts in our practice. Our leadership team has significant experience marketing and delivering CAI's MSP programs, with an average CAI tenure of more than seven years. Since 2017, CAI has been a trusted partner for Sourcewell. In that time, we have demonstrated our significant experience developing successful IT MSP and Staffing Service contracts nationwide. We understand how to drive business to the IT MSP	

because we clearly present the features, benefits, and value of an MSP and staffing program in a way that resonates with the Sourcewell Member. CAI's Sourcewell team is led by four experienced, talented professionals that are familiar with Sourcewell. Please see below for short bios of key personnel.

CYNTHIA SULLIVAN, CCWP, EXECUTIVE DIRECTOR – PUBLIC SECTOR & WORKFORCE SERVICES
Cynthia is an accomplished consultant with more than 25 years of professional experience within IT services delivery, program delivery, and procurement. In her role, she maintains extensive involvement throughout the project lifecycle contributing expertise in strategy development, staffing, deployment, account & contract management, and operations. She has a proven track record of deep expertise within the public sector, overseeing public sector projects and accounts. She listens to client needs and coordinates the delivery of unique, innovative, and cost-effective solutions that solve complex business situations.

LINDA LEIBY, DIRECTOR, MSP
Linda has served as the Director of MSP for the past five years, with 19 years of experience in the Contingent Labor industry. Overall, she has more than 35 years of IT and business experience, including her current position leading the contingent labor programs that serve State Governments and Public Sector clients as well as providing executive oversight of CAI's Education and Public Safety portfolios. She has a proven record of accomplishment in the last 19 years of managing successful programs across the country with combined annual revenue of over $3.5 billion and has demonstrated experience leading project management offices and managing contingent labor programs to meet program savings goals, quality objectives, and Vendor-facing initiatives.

SCOTT EDWARDS, CCWP, REGIONAL PROGRAM MANAGER
Scott is a consistent producer with 14+ years' IT Industry experience maximizing sales within highly competitive markets and more than nine years of client-facing IT MSP experience supporting public sector contracts managed in multiple states. He has experience overseeing annual IT MSP engagement spend exceeding $75 million for client agencies falling under my direction and has successfully engaged over 2,000 IT resources under MSP programs including Pennsylvania, North Carolina, and Washington, D.C. over the last nine years, managing up to 400+ concurrent engagements at any given time. He has a strong ability to quickly establish genuine rapport with clients by providing superior customer service, along with value-added knowledge of MSP and IT industries best practices.

AMY MACDONALD, SR. ACCOUNT MANAGER
Amy has more than 20 years of experience working in client services, program/contract/account management, recruiting, and sales/new business development. Her areas of expertise include contingent workforce management, IT staff augmentation, corporate recruiting/HR regulation/policy, state and federal government contracting, as well as the healthcare, pharmaceutical, and allied health industries. As CAI's Sourcewell Account Manager, Amy is highly skilled in managing client relationships, large projects and project teams, multiple staff members, and multimillion dollar budgets. *

MARTIE TELEPO, CWDP, CLIENT SOLUTIONS ADVISOR
Martie has more than 25 years of operational management experience, including more than 15 years focused on public sector staffing and workforce development and proven expertise in program leadership, compliance, and operational excellence. Throughout her career, Martie has successfully partnered with Sourcewell and other cooperative purchasing organizations, leveraging these relationships to deliver innovative, cost-effective workforce solutions. As a Certified Workforce Development Professional (CWDP), Martie has built a strong reputation for collaborating with public and private sector partners to align sourcing strategies with evolving labor market demands, ensuring compliance and operational efficiency.

This team has been responsible for increasing the amount of spending through the Sourcewell contract by a staggering 308.6% of the initial value, oftentimes doubling the amount from the previous year.

TOTAL ANNUAL SPEND THROUGH SOURCEWELL (2018-2024):
- 2018 - $24.2M
- 2019 - $31.5M
- 2020 - $35.2M
- 2021 - $42.1M
- 2022 - $54.2M
- 2023 - $59.5M
- 2024 - $74.7M

Our team is constantly improving; this past year, several participating entities of our team have earned the CCWP credential from Staffing Industry Analysts (SIA), the industry's premier authority on workforce strategies. This certification reflects advanced proficiency in contingent workforce program design, supplier strategy, risk mitigation,

		and operational best practices. As the leading standard in the field, CCWP demonstrates that our professionals have met rigorous training and assessment requirements, equipping them to navigate complex workforce environments with precision. For participating entities using an MSP through a cooperative contract, having CCWP-certified professionals supporting the program translates directly into stronger outcomes. Highlighting that our team includes CCWP-certified professionals is also a strategic advantage when marketing a cooperative MSP contract to suppliers, public-sector entities, and other eligible users. It signals that the contract is supported by individuals who have been trained to the industry's highest standards, bringing credibility, rigor, and expertise to every aspect of program governance. Public sector entities value partners who demonstrate mastery of compliance, supplier strategy, and workforce risk management: areas that CCWP specifically validates. Suppliers, in turn, gain confidence knowing the program is administered by professionals who understand market dynamics, performance expectations, and the operational realities of contingent workforce environments. This distinction helps differentiate our offering in a crowded MSP market. Our contract management team provides the day-to-day support of the participating entities utilizing the contract – providing them guidance on submitting requirements into the VMS, screening submitted candidates, and completing all steps to onboard the selected resource. We provide an experienced back-office team, which manages administrative functions such as subcontractor enrollment and compliance, timesheets and invoicing, and analytical support services. All steps in the process are facilitated through our VMS which provides the ability to provide detailed reporting across thousands of individual data points to ensure the program operates productively and efficiently for Sourcewell and its participating entities.
33	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	This narrative describes only the ordering step of the process, which will be similar for both our IT Managed Workforce Solution offering and our IT Staff Augmentation Services. We can provide a demonstration of the ordering process, which will allow Sourcewell to understand the ease of the process when used by the participating entity. The MSP program deploys an integrated ecommerce model that provides easy access to contingent labor. A full diagram of the entire process appears at Attachment 05 – Graphics Book; Figure 13 MSP Workforce Staffing Workflow, complete with breakout of roles and responsibilities for all parties. For Staff Augmentation, a similar workflow is performed with supplier participation minimized as CAI handles all aspects of talent acquisition. This modified workflow is presented as Figure 13 – Staff Augmentation Workflow. Both of these processes require the initial ordering process, described below. While this follows our MSP offering more specifically, we have included an update if and where the process deviates for Staff Augmentation. CAI is responsible for the full cycle of obtaining staff, confirming their competencies, completing screen activity, and preparing them for their assignment. We work with Vendors to make sure all requirements to the order have been met and the start of the engagement is on time. 1. Initiate Contact & Consult The Member contacts CAI to confirm job classification and discuss requirements. When planning for a new requisition, participating entities can engage with CAI proactively to discuss their needs before the official submission. Delivering excellent service is a continuous process that begins with accurately understanding agency needs. We invest significant effort in thoroughly qualifying each agency's requirements before releasing a job posting, thereby laying a strong foundation for successful placements and positive outcomes for all stakeholders. This includes discussion and confirmation of the requirements, including mandatory versus optional skills and experience; it also includes discussion of the realities of market rates and conditions for specific skills. For example, the cost of Artificial Intelligence (AI) and other cutting-edge skills is extremely variable in today's market. Similarly, the cost of high-quality mainframe skills is also variable, as baby boomers retire and resources become more difficult to find. During these discussions, we offer our expertise to assist participating entities in crafting a clear and comprehensive job description. Our role is to ensure the ordering process has enough information to support the vendor's search for candidates as well as expedite the process. If needed, we provide access to standardized job description templates available within the MSP management system, which serve as a helpful starting point and ensure consistency across different requisitions. In terms of cost-effectiveness, our ability to level-set with agencies as well as suppliers is a critical success factor to the success of the program, especially Round 1 placement. We are well-versed and take pride in our ability to provide consultative support when working with agency managers to qualify job requisitions. In some cases, we may advise the agency to choose an alternate job category for the specific job at hand. For example, they agency may have

opened a requisition for Mobile Developer when (based on the work they needed to be performed) they truly needed a Mobile Specialist. The inverse is equally possible (i.e., they may have opened a requisition for Mobile Specialist when a Mobile Developer was sufficient).

Our primary goal is to equip the Member in the ordering process with thorough and precise information, which is instrumental for vendors in their search for the ideal candidates. Through this proactive approach, we significantly increase the chances of identifying an ideal candidate fit, while concurrently optimizing the hiring timeline for greater efficiency and speed. By proactively addressing potential queries and uncertainties at the initial stage, we preempt delays, paving the way for a recruitment process that is both more streamlined and outcome- focused.

In essence, our involvement at the early stages of the requisition process exemplifies our dedication to service excellence. We aim to deliver a seamless experience for participating entities by providing proactive support and leveraging our resources and expertise to expedite and refine the recruitment cycle.

This service is identical for both our IT Managed Workforce and IT Staff Augmentation services.

2. Create Requisition/Request
For our MSP services, the Member then creates requirements in the VMS and blocks off time for interviewing. *

The Member plays a key role in initiating the staffing process by creating the requisition, and the VMS system is designed to support them every step of the way. Utilizing a guided approach, the VMS provides a series of sequential screens that lead the Member through the requisition creation process. A dashboard in the VMS which details the current status in the workflow then appears across these screens so the user can easily see their progress in completing all required components of the requisition. This visual aid ensures that participating entities can easily track their completion of each necessary component within the requisition.

During the transition phase to this VMS system, our team will configure the platform to include all work products, templates, and workflow items that are pertinent to the Member's operations. The configuration will be done with attention to incorporating approved job titles, job descriptions, skillsets, and templates, as well as employing other structured means of information organization. Our goal is to simplify and expedite the requisition process for the Member, providing a seamless experience.

It is important to note that CAI is technology agnostic and has ample experience with a multitude of industry leading VMS applications. If a participating entity has an existing VMS that they require to be used for all requisitions, we are happy to accommodate them and use their own VMS. This will simply require CAI to adjust our tailored training approach, as we do for all program transitions/implementations.

When we tailor the VMS to the specific needs of the Member, we aim to achieve a uniform presentation of information, which is instrumental for the Member’s review of candidates. This consistency not only facilitates the Member's decision-making but also ensures that candidates are evaluated and compared on an equitable basis. The result is a more efficient requisition process that enables the Member to move swiftly and confidently through the stages of securing the right talent.

For Staff Augmentation, a requisition is not made in a client facing VMS. Instead, the participating entity officially requests a resource in writing through email, portal or other approved channel where the CAI Account Manager reviews and begins the release to our recruiting network.

3. Obtain Approval and Release
An additional Member approver logs into the VMS and approves the requisition, if required.

Some participating entities may operate under protocols that necessitate additional layers of approval for staffing requisitions. In recognizing the diversity of our participating entities' needs, we will tailor the VMS configuration to accommodate these specific approval workflows. This means the approval process within the VMS may vary from one Member organization to another, ensuring that it aligns with the distinct procedural requirements of each entity or geographical location.

Moreover, it is essential for participating entities to secure purchase order (PO) approval as part of the staffing requisition process. To avoid any potential setbacks, we advise participating entities to proactively obtain an approved PO before finalizing their requisition. Our experience has shown that this preemptive step is crucial. Participating entities who have completed interviews and then encountered delays in PO approval have occasionally faced the disappointment of their chosen candidate accepting an alternative offer in the interim.

		Once the requisite approvals are in place and the requisition is complete, we then proceed to release the requirement to our extensive supplier network. The suppliers are then tasked with presenting suitable candidates within the stipulated timeframe, thus initiating the recruitment cycle and moving the process forward toward securing the talent needed. This structured approach ensures a streamlined and efficient ordering process that minimizes delays and maximizes the chances of successfully filling the position with a qualified candidate. For Staff Augmentation, these approvals are often more fluid in what is and is not necessary for each specific requisition. These are discussed in depth as part of the previous Initiate Contact & Consult phase described above and, optimally, approval is obtained before official release of the request. Often times we do include additional approval steps which are incorporated as part of the "Review Resume and Approval" step outlined in Attachment 05 – Graphics Book, Figure 13 – Staff Augmentation Workflow.
34	Describe in detail the process and procedure of your customer service and issue resolution program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	As we would like to be considered as both an MSP to provide IT Managed Workforce Solutions and as an IT Staff Augmentation Service for this response, we have split this answer out to respond specifically for each. A) IT MANAGED WORKFORCE SOLUTION – CUSTOMER SERVICE AND ISSUE RESOLUTION As an MSP, CAI has five key components that empower Sourcewell participating entities to fully leverage the MSP program for optimal results: - Account Management - Operations Support - Dedicated Performance Improvement Process - Help Desk - Established Service Levels These components form the basis of our customer service and support program. CAI's experience in contingent workforce management, our proven record of implementing and delivering successful MSP programs, our ability to adapt our programs to changes in the industry, and our commitment to industry best practices is unparalleled by other MSP vendors. ACCOUNT MANAGEMENT CAI provides account management teams at the regional, state, and local levels (based on Sourcewell participating entity designations) to deliver expert guidance in utilizing the MSP program. These teams assist with: - Developing accurate and competitively priced position requirements - Capturing detailed information to help suppliers identify qualified candidates - Overseeing screening and shortlisting of candidates submitted by suppliers prior to presentation Each Sourcewell Member is assigned a dedicated account manager. The account manager serves as the primary point of contact, ensuring that Service Level Agreements (SLAs) and performance metrics are met, identifying and addressing issues as they arise, and driving resolution. Their focus is on building trusted partnerships, working proactively alongside the client, and continuously supporting and improving service delivery. CAI leverages a network of experienced account managers based in Harrisburg, PA, and other states, allowing for localized daily support with scalable resources during peak activity periods. OPERATIONS SUPPORT The MSP contract is operationally supported by CAI's Workforce Solutions Operations Team, composed of three specialized groups: Analytics, Engagement, and Vendor Management. Analytics Team: Provides all contract-required and ad hoc reporting, VMS configuration, rate card and Economic Research Institute (ERI) wage data monitoring, accounts receivable tracking, and assistance with subcontractor immigration requests for evidence (RFEs). These reporting specialists leverage VMS data to generate accurate, actionable metrics. Engagement Team: Supports Contract and Account Managers in managing workflow activities, maintaining data within the VMS, verifying weekly timecards, tracking spend against Purchase Orders, and responding to customer inquiries. This team also manages a contract-specific Help Desk for users. Vendor Management Team: Handles vendor enrollment and compliance verification, responds to subcontractor inquiries, and maintains ongoing compliance documentation throughout the contract lifecycle. CAI's depth of experience in contingent workforce management, proven track record of

implementing and delivering successful MSP programs, adaptability to evolving industry standards, and dedication to best practices distinguish us from other MSP providers.

DEDICATED PERFORMANCE IMPROVEMENT PROCESS
Our goal as MSP is to quickly identify and manage performance issues as they occur to reduce any negative impact on our client. This includes early intervention and communicating areas for improvement and specific performance expectations to the supplier, so the supplier can coach the individual on the issues and performance improvement expectations. If an agency has an issue with any individual, the agency hiring manager should immediately contact the designated CAI Account Manager. The accompanying graphic included as Attachment 05 – Graphics Book, Figure 5 – Performance Improvement Workflow summarizes the process, and is outlined below:

- Agency contacts CAI

The hiring manager should contact CAI immediately regarding any performance-related issues. The issue could involve capabilities, e.g., a skills mismatch; professional performance, e.g., erratic attendance or work habits; or personal issues, i.e., social skills. We will contact the supplier immediately, discussed below. We will also remain in contact with the Hiring Manager until the issue is resolved and continue communicating until final resolution.

- CAI coordinates with supplier

We will immediately escalate to the supplier. We will describe the problem, including impact and urgency, and we will communicate performance remediation expectations and timeframes based on our discussion with the hiring manager. The supplier will then address the matter with their vendor/employee, before confirming with CAI that the matter has been addressed.

- Supplier implements Performance Improvement Plan

The supplier is responsible for implementing the performance improvement plan and resolving the issue with their staff in compliance with their internal policies, while adhering to the client's performance expectations. This might involve coaching the individual or providing them with additional education. For example, occasionally, IT staff are simply unaware of specific policies or requirements. We remain in constant contact with the supplier to ensure they are working with the individual to remediate the issue.

- IT staff shows improvement

The individual puts into action the suggested remediation. The specific improvement varies based on the nature of the problem. The individual will confer with the agency hiring manager to ensure he/she is meeting expectations.

CAI remains in continuous contact with the hiring manager to ensure a resolution. If the performance issue continues, we will collaborate with the hiring manager on next steps, i.e., potential removal/replacement of the individual, discussed below.

ADDRESSING UNACCEPTABLE PERFORMANCE
For continued non-performance, change/risk management involves removing the individual from the assignment with minimal disruption to the hiring manager and the agency staff working with the individual. When this happens, we will take immediate and coordinated action to minimize disruption to the agency and to ensure a smooth and secure transition. Upon receiving an early termination notice, we will follow these steps:

- Confirm the individual's last working day and promptly communicate the change to all relevant parties.
- Notify the client's security team to deactivate building and system access, if applicable.
- Ensure the return of all credentials, client-issued equipment, and sensitive documentation in accordance with security and confidentiality protocols.
- Route disengagement details to our support team to close out administrative tasks, including timesheet finalization and deliverable approvals.
- Coordinate final timesheet processing to ensure proper billing:
- The final timesheet may be entered via proxy by the supplier if the resource is unavailable.
- The Hiring Manager will have the ability to accept or reject the final timesheet.
- Revisions to the timesheet can be made during the offboarding process to ensure billing accuracy.
- This includes ensuring the invoice reflects only the actual hours worked.
- Trigger a customer satisfaction (CSAT) survey to the Hiring Manager to capture feedback on the individual's engagement and identify any process improvement opportunities.
- Initiate the backfill process, if desired, including re-qualifying the requisition to account for any necessary changes.

This approach ensures that the agency only pays for acceptable performance, reinforces accountability across the staffing process, quickly identifies and addresses performance related items, mitigates security threats, and supports continuous service improvement.

HELP DESK
CAI's Help Desk provides technical and functional support to both Sourcewell

participating entities and suppliers using the VMS tool.

Our Operations Team delivers Level 1 support, logging and tracking inquiries to ensure accurate and timely resolution. The team's long-standing MSP experience enables rapid response informed by established best practices.

The Help Desk can resolve general questions directly or escalate them to our dedicated Account Managers as needed. Our team offers on-demand "how-to" guidance, walking users through processes by phone when necessary.

All requests are documented in a ticketing system and may include:
- Reporting requests
- Password resets
- User profile additions or updates
- VMS mentoring or training
- System functionality issue resolution
- Invoicing inquiries

SERVICE LEVELS
Each Sourcewell Participating Entity may establish customized SLAs that reflect its unique operational scale, scope, and anticipated program use. SLAs are reviewed quarterly and can be modified as needed to ensure the metrics remain relevant and informative.

Entities may also opt to adopt default Sourcewell SLAs, developed jointly by CAI and Sourcewell, particularly suitable for smaller entities with limited vendor engagement. Drawing from extensive experience creating and managing SLAs, CAI provides consultative input during kickoff meetings to help each Entity make informed decisions about service level design. As an example, we've provided a sample SLA dashboard report in Attachment 05 – Graphics Book, Figure 4 – Sample SLA Report with Targets and Descriptions.

CAI prioritizes the success of our vendor network by providing continuous support, guidance, and development opportunities. A well-supported Vendor base drives retention, engagement, and performance.

To sustain success, CAI conducts regular vendor meetings to share insights on in-demand skills and recruiting best practices. We offer quarterly web-based VMS training for new or returning vendors. We distribute weekly updates highlighting open requisitions, upcoming opportunities, and helpful guidance. Lastly, we provide mentorship from account managers to help vendors navigate the MSP environment.

Performance expectations are clearly defined prior to engagement. Using real-time VMS data, CAI monitors vendor performance via Vendor Scorecards and Performance Dashboards, tracking key metrics such as:
- Candidate submissions, interviews, and hires
- Declined interviews and no-shows
- Offers refused and performance removals
- Attrition and false starts

Vendors who fail to meet performance standards after mentorship are subject to removal from the network.

B) IT STAFF AUGMENTATION SERVICES
As a provider of IT Staff Augmentation Services, CAI focuses on delivering high-quality personnel with specialized skills to meet the immediate and evolving needs of Sourcewell participating entities. Our customer service and issue resolution program for Staff Augmentation is designed to ensure seamless integration of resources into client operations while maintaining responsiveness, flexibility, and client satisfaction. Key elements are similar to our stated IT Managed Workforce Solution items, with some key differences. They are:
- Dedicated Account Managers
- Rapid Response and Flexible Engagement
- Candidate Issue Resolution Process
- Staffing Metrics and SLAs

DEDICATED ACCOUNT MANAGERS
Each Sourcewell participating entity engaging in Staff Augmentation Services is assigned a dedicated account manager. This individual acts as the primary point of contact for all service-related inquiries and ensures that client expectations are consistently met. Account managers oversee the entire lifecycle of the engagement, including:
- Collaborating with the client to define role requirements and desired qualifications.
- Managing the recruitment and selection of candidates, leveraging our extensive talent pool.
- Ensuring smooth onboarding and integration of resources into the client's

environment.
- Monitoring performance and addressing any concerns promptly to maintain service quality.

Our account managers work in close partnership with clients, fostering proactive communication and collaboration to prevent and resolve issues before they escalate. This continuing communication also assists in forecasting staffing needs and ensuring a smoother and ever-improving process. By facilitating regular check-ins on placements, they are also essential in the issue resolution process outlined below in this question's response.

RAPID RESPONSE AND FLEXIBLE ENGAGEMENT
Understanding the dynamic nature of IT staffing needs, CAI prioritizes agility and responsiveness. We leverage our established network of qualified IT professionals to quickly identify and present candidates for urgent and evolving requirements.

Our streamlined recruitment processes and pre-vetted talent pools enable us to deliver resources within accelerated timeframes. Additionally, we offer flexible engagement models (e.g., contract, contract-to-hire, and direct placement) to align with the specific needs of each Sourcewell Participating Entity.

ISSUE RESOLUTION PROGRAM
CAI's issue resolution program for Staff Augmentation emphasizes speed, transparency, and accountability. Our goal in issue resolution is to ensure complete client satisfaction and to maintain the quality of services provided.
1. Identify Performance-Related Issues: CAI collaborates with the project team to identify any performance-related issues, based on client feedback and/or defined SLAs, and follows a defined escalation plan.
2. Remediation or Termination: Depending on the severity of the issues identified, CAI implements a plan for either remediation or termination. Remediation may involve measures such as additional training or reassignment. This remediation or termination process is further outlined below.
3. Communication: If termination is necessary, CAI communicates this decision to all parties involved.
4. Closure: CAI ensures all client equipment is returned, all timesheets are submitted, and all other necessary actions are taken to close out the resource's engagement.
5. Continued Support: Throughout this process, CAI maintains our guaranteed level of support to minimize disruption to operations.
6. Replacement: CAI leverages its extensive candidate tracking database to quickly identify, screen, and place a replacement IT staff member under approval of the participating entity.

Remediation
Our goal as your staff augmentation partner is to quickly identify and manage performance issues as they occur to reduce any negative impact on our client. This includes early intervention and communicating areas for improvement and specific performance expectations to the candidate, so the individual may understand the issues and performance improvement expectations. If an agency has an issue with any individual, the agency hiring manager should immediately contact the designated CAI Account Manager. The Overall process is similar to our MSP supplier management remediation process above, with more focus on the direct resource, as described below:
- Agency contacts CAI
The hiring manager should contact CAI immediately regarding any performance-related issues. The issue could involve capabilities, e.g., a skills mismatch; professional performance, e.g., erratic attendance or work habits; or personal issues, i.e., social skills. We will contact the supplier immediately, discussed below. We will also remain in contact with the Hiring Manager until the issue is resolved and continue communicating until final resolution.
- CAI coordinates with worker
We will immediately reach out to the worker. We will describe the problem, including impact and urgency, and we will communicate performance remediation expectations and timeframes based on our discussion with the hiring manager.
- CAI implements Performance Improvement Plan
CAI is responsible for implementing the performance improvement plan and resolving the issue with the placed staff while adhering to the client's performance expectations. This might involve coaching the individual or providing them with additional education. For example, occasionally, IT staff are simply unaware of specific policies or requirements.
- IT staff shows improvement
The individual puts into action the suggested remediation. The specific improvement varies based on the nature of the problem. The individual will confer with the agency hiring manager to ensure he/she is meeting expectations.

Termination
For continued non-performance, change/risk management involves removing the

		individual from the assignment with minimal disruption to the hiring manager and the agency staff working with the individual. Again, there are similarities with our MSP program, with focus on the individual, and direct responsibility for CAI's decisive action. When this happens, we will take immediate and coordinated action to minimize disruption to the participating entity and to ensure a smooth and secure transition. Upon receiving an early termination notice, we will follow these steps: - Confirm the individual's last working day and promptly communicate the change to all relevant parties. - Notify the client's security team to deactivate building and system access, if applicable. - Ensure the return of all credentials, client-issued equipment, and sensitive documentation in accordance with security and confidentiality protocols. - Route disengagement details to our support team to close out administrative tasks, including timesheet finalization and deliverable approvals. - Coordinate final timesheet processing to ensure proper billing: - The final timesheet may be entered via proxy by the supplier if the resource is unavailable. - The Hiring Manager will have the ability to accept or reject the final timesheet. - Revisions to the timesheet can be made during the offboarding process to ensure billing accuracy. - This includes ensuring the invoice reflects only the actual hours worked. - Trigger a customer satisfaction (CSAT) survey to the Hiring Manager to capture feedback on the individual's engagement and identify any process improvement opportunities. - Initiate the backfill process, if desired, including re-qualifying the requisition to account for any necessary changes. This approach ensures that the agency only pays for acceptable performance, reinforces accountability across the staffing process, quickly identifies and addresses performance related items, mitigates security threats, and supports continuous service improvement. In cases where a candidate is not meeting expectations, CAI proactively works with the client to find a replacement or make necessary adjustments, ensuring minimal disruption to operations. Staffing Metrics and SLAs We track a multitude of staffing metrics and service level agreement (SLAs) for our clients across our staffing-related programs. Below are example metrics we can use during this engagement to present to participating entities—on an agreed upon cadence throughout the life of the contract—that will demonstrate our ability to provide IT staffing services in a timely manner: - Average Response Rate: Percentage of client staffing requests that have been responded to by providing qualified resumes. This is an indicator of how often openings are being responded to, ensuring commitment to finding candidates. - Average Placement Rate: Percentage of staffing requests that have been met by candidates being hired. This is an indicator of quality of candidates being hired against competition. - Time to Fill: Measures the average time it takes to fill a position from the job order being placed to the candidate starting the job. A lower time-to-fill can indicate efficient processes. - Candidate Retention Rate: The percentage of candidates who complete their assignments or are hired permanently by the client. - Submittal-to-Interview Ratio: The number of candidate resumes submitted to the hiring manager of candidates who are called for an interview. This can indicate the quality of the candidates being sourced. - Offer Acceptance Rate: The percentage of job offers accepted by candidates. A lower rate may suggest that the offers are not competitive or that candidates are not adequately vetted. - Attrition Rate: The percentage of candidates who leave their placements before the contract ends, indicating potential issues with job matching or candidate expectations. - Quality of Hire: Assesses the performance and contribution of the candidates placed, usually determined through feedback from clients or by measuring the candidates' achievements against predefined targets. - Candidate Conversion Rate: The rate at which temporary or contract workers are converted to permanent employees by the client company.	
35	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	CAI will fully support all geographic areas of the United States (U.S.), including Hawaii and Alaska. We have a nationwide presence as a company, and with a supplier base of more than 2,400 registered suppliers available to us at this time. These suppliers are located across the U.S., as evidenced in Attachment 05 – Graphics Book, Figure 1 – Suppliers by State/Province, and is always growing to meet local demands of relevant participating entities. We are fully confident in our abilities to support participating entities across the U.S., as we have for Sourcewell since 2017.	*

36	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	CAI is able to provide its services to Canada. As a multi-national organization, we have provided services globally in compliance with all applicable statutes and laws. We will build upon our vendor network, adding new vendors across the provinces that will provide full coverage. CAI has a Canadian rate card in place for those Canadian participating entities that onboard to the Sourcewell MSP. We also already have a supplier network in Ontario, as evidenced in Attachment 05 – Graphics Book, Figure 1 – Suppliers by State/Province.	*
37	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	There are no geographic limitations to CAI's ability or willingness to deliver services. We are committed to providing consistent, high-quality solutions wherever Sourcewell participating entities operate. Our recent implementation of an MSP program to Hawaii through the Sourcewell contract is evidence of our commitment to serving the entire geographical span of the U.S. and Canada.	*
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.	CAI will fully support all Sourcewell participating entity sectors including government, education, and not-for-profit. We have a nationwide presence as a company, and with a supplier base of more than 2,400 registered suppliers available to us at this time, we are fully confident we can meet requirements across participating entity sectors as well as locations.	*
39	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	We have recently implemented an MSP in Hawaii and can confidently state that there will be no requirements or restrictions that would be specific to Hawaii, Alaska, or any U.S. territory. They will be treated as any other U.S. state.	*
40	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes	*

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.	CAI has significant experience developing successful IT MSP and Staffing Service contracts nationwide. We understand how to drive business to the IT MSP because we clearly present the features, benefits, and value of an MSP and staffing program in a way that resonates with the Sourcewell Member. In addition to the answers in this table, please see Attachment 04 – Sourcewell CAI Marketing Plan. To illustrate our success, as previously stated, we have broken down the annual contract spend through the first full fiscal year to the latest full year as of writing this response. Total Annual Spend through Sourcewell (2018-2024): - 2018 - $24.2M - 2019 - $31.5M - 2020 - $35.2M - 2021 - $42.1M - 2022 - $54.2M - 2023 - $59.5M - 2024 - $74.7M As you can see, in just seven years, CAI has increased the amount of spending through the Sourcewell contract by a staggering 308.6% of the initial value, oftentimes doubling the amount from the previous year. We are, therefore, understandably confident that we have the correct approach, and we look forward to building further upon that. CAI understands that Sourcewell works closely with its vendors to promote and educate both the vendor and the Sourcewell Member on the benefits and use of the contract. We understand that Sourcewell advertises awarded contracts in select specific publications, such as including the award in the Contract Directory, so Sourcewell participating entities know who we are and how to contact us. These publications also state that we attend exhibitions, maintain a web presence, and conduct other strategic activities. CAI's marketing strategy will be to continue to collaborate with specific activities and execute further complimentary tasks that reach the Sourcewell Member verticals with a tailored approach that gains interest and a new active IT MSP user. This approach has been contributed to our successes to date. Such verticals will include state and local government, education, and non-profit entities, among others. As new verticals arise during the contract, CAI will develop new strategies to reach those markets. Our discovery process will identify marketing tactics in addition to those discussed below, as well as identify ways to improve and quantify the success of the marketing strategy. A detailed Marketing Plan has been provided as Attachment 04 –Sourcewell CAI Marketing Plan. As an initial process, however, CAI will also perform the following: 1) LEVERAGE CURRENT CUSTOMERS As previously mentioned, CAI's staffing services already have a strong presence in 27 states with hundreds of agencies served. We will leverage these existing relationships to introduce the benefits of the Master Sourcewell Agreement, including our ability to fast-track	

projects through Sourcewell agreements. As an IT company, we have many services outside of staffing, and so our current portfolio includes those we may serve in capacities outside of staffing or MSP services. These can be a foundational client base to begin marketing efforts. Utilizing this as a launch pad for marketing, we will then leverage the relationships these entities have with similar organizations in other states to further expand our national footprint, making sure to execute additional PAs as appropriate.

2) ENGAGE EXISTING ASSOCIATIONS
CAI is actively involved in providing services to public institutions throughout the U.S. and cooperate with many organizations that help these public entities educate and collaborate to consistently improve the services these public institutions provide to their constituents. We will engage these organizations to market the new contract and discuss the benefits of streamlining procurement under our Sourcewell portfolio. These include

NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS
NASCIO is the premier network and resource for state CIOs and a leading advocate for technology policy at all levels of government. NASCIO represents state chief information officers (CIO) and IT executives from the states, territories, and the District of Columbia. The primary state government participating entities are senior officials who have executive level and statewide responsibility for information technology leadership. State officials who are involved in agency level information technology management may participate as state participating entities. Private sector firms may join as corporate participating entities and participate in the Corporate Leadership Council, as CAI has done for over a decade. In 2015, we were honored to serve as a judge in their State IT Recognition Awards.

NASCIO aims to identify and promote leading practices and innovations to enable and transform the business of state government and does this through an annual conference and midyear conference that sees the regular attendance of top state IT officials. At these conferences NASIO hosts multiple keynote speakers, learning lounges, and networking events. CAI is a regular attendee of these events. We will use these NASCIO events and meetings to connect with state CIOs and other key decision-makers. Building strong relationships can open doors to discussions about the benefits of our Sourcewell contract. We will leverage our participating entities in this association to:

- Offer personalized presentations or discussions with interested CIOs, showcasing how our Sourcewell contract can rapidly address their specific needs and challenges in relation to applicable solutions.
- Contribute articles, whitepapers, or case studies to NASCIO publications, focusing on the advantages of using Sourcewell contracts for IT staffing and solutions.
- Explore opportunities for collaboration with NASCIO to create workshops or webinars that focus on optimizing IT procurement through Sourcewell contracts.
- Use feedback from NASCIO participating entities to continuously refine our Sourcewell offerings, ensuring they meet the evolving needs of state CIOs and align with the strategic goals of NASCIO.
- Actively participate in NASCIO's social media discussions, sharing relevant content and engaging with participating entities to raise awareness of our solutions and contracts.

NATIONAL ASSOCIATION OF COUNTIES
The National Association of Counties (NACo) is a non-profit organization that represents county governments in the U.S. It was founded in 1935 and serves as a voice for county governments in federal policymaking, promoting best practices, and providing resources to counties. NACo's mission is to strengthen America's counties and improve the lives of residents through county government.

NACo holds regular (roughly monthly) webinars and an annual conference and exposition. The NACo Annual Conference is the premier gathering of elected and appointed officials from the nation’s 3,069 counties, parishes and boroughs. Conference content includes discussion of federal policies impacting counties, workshops lifting up county best practices, engaging general sessions, mobile tours across the host county, and more. NACo participating entities also have the opportunity to influence the association’s direction and future during the Annual Business Meeting on the final day of the conference. CAI is a member of this organization and regularly participates in NACo events. We will utilize our relationships within NACo to help promote our Sourcewell contract by:

- Participate actively in NACo events, forums, and meetings to connect with county officials. Building these relationships allows us to discuss the benefits of the Sourcewell contract tailored specifically to county needs.
- Share insights and solutions that align with county IT challenges while promoting the advantages of the Sourcewell contract.
- Write articles or case studies for NACo publications, highlighting the benefits of Sourcewell contracts and reinforcing CAI's position as a reliable partner for county-level solutions.
- For example, working with NACo, CAI presented a webinar on March 13, 2025: NACo Webinar: Connected and Protected: The Importance of Regional Cyber Tabletop Exercises. This webinar brought regional users together to discuss how they can benefit from a combined cybersecurity table-top-exercise. The webinar topic was:
Learn how regional exercises can help bridge connections between different local government agencies and departments, improve cybersecurity measures, and foster effective collaboration in preparing a cyber defensive strategy. Discover practical steps to initiate

and conduct regional tabletop exercises, ensuring a coordinated and resilient response to potential cyber threats.

- Utilize NACo's communication channels to send targeted messages directly to county officials, ensuring that CAI's solutions and the benefits of the Sourcewell contract are clearly communicated.
- Actively participate in NACo's social media platforms to increase visibility and awareness of CAI's solutions. This fosters engagement with county participating entities interested in the Sourcewell contract.
- Partner with NACo to create workshops or webinars that offer a direct platform for showcasing CAI's solutions and the Sourcewell contract, reaching county officials effectively.
- Gather feedback from NACo participating entities to refine our offerings, ensuring they meet county needs and align with NACo's strategic goals, enhancing the appeal of the Sourcewell contract.

3) EXISTING MARKETING CHANNELS

We will utilize targeted digital marketing campaigns, including email marketing, social media, and search engine marketing, to reach decision-makers at potential participating entities.

In the past, our marketing and sales teams have successfully collaborated to execute email campaigns aimed at advertising and enhancing awareness of our cooperative contracts. These initiatives have proven effective, as evidenced by a significant increase in activity leveraging these contracts. The campaigns have been instrumental in delivering statewide awareness and providing user-friendly links that facilitate engagement.

In late 2024, CAI spearheaded a comprehensive cooperative contract email campaign with the primary objective of showcasing our extensive network of cooperative contacts, notably highlighting a different cooperative purchasing contract. This campaign was strategically launched in two phases: the first targeted state, city, and education procurement and IT leads, while the second focused on county leaders. We dispatched a total of 9,699 emails, achieving a successful delivery of 8,939.

ADDITIONAL CONSIDERATIONS

We will continue to work with Sourcewell participating entities to provide pricing that is within their reach, adjusting accordingly to the environment. Our service and pricing model is modular in nature, allowing the Member to only purchase based on their needs. This approach offers a broad solution to onboarding new participating entities and getting them active. We can further tailor pricing with additional discounts at the individual member level when needed.

In conjunction with this flexibility, CAI is also able to tailor terms and conditions per the individual Member via a specific Participating Addendum. This allows us to work with specific service levels or performance metrics, local or state law, or national laws that benefit the Member and the way they are governed.

A strong marketing approach will promote the benefits and advantages to cooperative purchasing so that the rewards are clear to Sourcewell. We will target existing Sourcewell participating entities and prospective entities that are not current Sourcewell Participating entities. Our marketing team will present the benefits of Sourcewell participating entities. CAI and its partners have established clients and potential clients that would be part of our initial market targeting. This will also include targeting new verticals to expand the collective reach of the contract as much as possible.

CAI has a distinct advantage as a current Sourcewell provider. We continually develop, learn, and understand new market and technology trends through our existing clients and marketing efforts. This advantage allows CAI to recognize a trend or change in the IT industry that will impact existing or future clients and gives us the ability to prepare for future needs prior to the customer addressing their own requirements and processes. These traits make CAI an invaluable partner by using our experience and capability to guide a customer’s navigation of the staffing industry as a time and cost saving exercise.

INITIAL TIMELINE

We will work with Sourcewell to coordinate the timing of our marketing tasks. A high-level look has been provided below:

WEEK 1-2: CONTRACT LAUNCH PREPARATION

- Develop Marketing Materials: Create brochures, presentations, and fact sheets highlighting the benefits of the Sourcewell contract and CAI’s workforce solutions
- Update Website: Add a dedicated Sourcewell contract page with key information, benefits, FAQs, and contact details.
- Internal Training: Train sales and account management teams on the specifics of the Sourcewell contract to ensure consistent messaging.

WEEK 3-4: ANNOUNCEMENT AND OUTREACH

- Press Release: Publish a formal announcement about the contract launch to industry publications, social media, and CAI’s website.
- Email Campaign: Send targeted emails to CAI’s public sector network promoting the contract and its benefits.

		- Social Media Promotion: Develop posts across LinkedIn, X (formerly known as Twitter), and Facebook to build awareness and drive traffic to the Sourcewell contract page. WEEK 5-6: STAKEHOLDER ENGAGEMENT - Client Webinars: Host informational webinars for Sourcewell participating entities to explain the contract, benefits, and how to get started. - Direct Outreach: Schedule calls or meetings with existing public sector clients to encourage adoption of the Sourcewell contract. - Supplier Engagement: Reach out to staffing suppliers to ensure they understand the Sourcewell program and CAI's expectations. ONGOING (WEEK 7+) - Case Studies: Begin collecting success stories from early adopters to showcase the contract's value in future marketing efforts. - Targeted Advertising: Launch digital ads targeting public sector decision-makers to drive awareness of the Sourcewell contract. - Industry Events: Participate in public sector conferences and trade shows to promote the contract and engage with potential clients.	
42	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	This section describes the digital tools used to facilitate our Marketing Plan: WEBPAGE CAI has developed a webpage as part of its corporate domain to publicize the various cooperative purchasing agreements available to our clients at the following uniform resource locator (URL): https://www.cai.io/services/cooperative-purchasing-agreements It contains direct links to our current cooperative purchasing agreements, including our existing Sourcewell Master Agreement (CAI's Sourcewell Cooperative Purchasing Contract - CAI). We will modify this to allow users to directly link to the contract site for IT Managed Workforce and IT Staff Augmentation Solutions. A screenshot of this page has been provided in Attachment 05 – Graphics Book, Figure 6 – CAI's Sourcewell Webpage. SOCIAL MEDIA INTEGRATION CAI targets several social media platforms when developing its digital marketing strategy. We have an established presence on most popular social media platforms used by public sector clients, as expanded below: LINKEDIN Our team is active on LinkedIn where we have more than 82,000 followers. LinkedIn is one of the most engaging social media marketing platforms, with a user base of business-minded and technology-focused professionals over a diverse range of industries and sectors. LinkedIn Groups is a great venue for entering into a professional dialogue with people in similar industries; it provides a place to share content with like-minded individuals. We will encourage customers to consider and recommend the contracts awarded by Sourcewell to satisfy their business needs. We've provided a sample social media post executed to promote a similar contract vehicle in Attachment 05 – Graphics Book, Figure 7 – Sample LinkedIn Post. Recommendations make cooperative contracts appear more credible and reliable for new participating entities. CAI continues to engage with our client audience by sharing thought leadership articles, webinar replays, trending news affecting our clients, and LinkedIn Live Events where we interact live with our viewers. CAI'S FACEBOOK COMPANY PAGE Facebook provides a casual but broad-reaching environment. Our Facebook business page concentrates on the visual aspect, inviting viewers to interact and 'follow' the page. It includes industry-related articles, thought leadership content, images, videos, and other items. The tone is light on our Facebook page, encouraging feedback and conversation so that we can understand the audience better. CAI'S X COMPANY PAGE X (formerly known as Twitter) is the social media marketing tool that allows CAI to broadcast updates. We will follow posters within the Sourcewell contract community, industry, or related fields to help gain new followers. We will offer a mix of official posts about news updates with some compelling posts, facts, and other items to appeal to the Sourcewell contract community. An effective way to gain a good following is to repost a positive customer testimonial or quote, which builds confidence in the user community. The use of X as a social media marketing tool revolves around dialogue and communication. EMAIL CAMPAIGNS AND METADATA USAGE Email marketing is a powerful marketing tactic: a form of direct marketing as well as digital marketing which uses email to promote this contract's services and benefits. We will develop similar emails for the new contract, distributed over the signature of the Lead Representative responsible for the specific state. In addition, all of our email campaigns consistently employ UTM parameters within hyperlinks to track the effectiveness of marketing efforts. These UTM codes allow CAI to monitor: - Source: Identifies where the traffic originated (e.g., email campaign).	*

		- Medium: Specifies the channel used (e.g., email marketing). - Campaign: Tracks specific initiatives (e.g., Sourcewell promotion). Direct email promotion to government entity contacts is the most effective way to ensure that government entities are aware of and understand how to use this contract. We have comprehensive capabilities and expertise marketing our own products and services through this tactic. We regularly execute large-scale marketing campaigns that may include emails, curated landing pages to announce offerings, updates to our services, and the means to easily engage with CAI. Recently, CAI ran a series of six emails reaching an audience of almost 2,800, targeting local governments in Southern California, and achieved an average click to open ratio of 9.48%. CAI maintains a Do Not Contact list for those government entity contacts who do not wish to be contacted by CAI or its partners. We comply with national, state, and local privacy laws.	
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?	Sourcewell and CAI will act in partnership to promote the IT Managed Service and Staff Augmentation Solutions Contract to its participating entities. With access to more than 80,000 perspective entities and having done business with 50,000 registered entities, Sourcewell can help CAI get in front of its customer base to promote the new IT Managed Service and Staff Augmentation Solutions Contract as the right choice for IT services and staff augmentation over and above their existing avenues of procurement. Sourcewell must, through its typical communications such as social media, exhibitions, and other outreach activities, promote the benefits of the Contract and socialize the CAI name as the prime vendor and point of contact. As a partnership, promotional activity must be two-way to be successful: Sourcewell can provide contact opportunities and CAI can drive revenue to the IT Managed Service and Staff Augmentation Solutions contract where Sourcewell will gain revenue in return. We also anticipate that Sourcewell will continue to assist potential new participating entities in understanding the legal aspects of joining and using Sourcewell cooperative contracts. We believe Sourcewell stakeholders are a pivotal part of ensuring new participating entities are confident that the contract will meet all of the procurement rules the entity requires. In past years, CAI has connected potential new participating entities with the Sourcewell legal team with high levels of success, and we intend to continue to use the Sourcewell team as a partner in 'selling' the legal aspects of the contract to potential participating entities. CAI will work with Sourcewell to develop new marketing collateral and presentations so that in the first instance Sourcewell has the right material at hand to present the features and benefits to the 'IT procurement' organization or individual when an opportunity arises. CAI will use the existing Sourcewell participating entity base to start building a contact list to create the opportunity to present the full capability of the IT MSP. By enrolling new entities, it provides CAI with the opportunity to grow the IT Managed Service and Staff Augmentation Solutions Contract and therefore continually build on the premise of collective purchasing and the rewards that they offer to participating entities. Secondly, the award needs to be socialized throughout CAI's Sales and Marketing Teams, account management, and contingent labor directors. As part of our internal process, on award, CAI will provide training and education for our personnel. The training will reach all our Sales, Marketing, and Account Teams and offices nationwide. This will create the maximum opportunity for CAI personnel to promote the new IT Managed Workforce and Staff Augmentation Solutions contract to our clients and potential new clients. We will provide our personnel with detailed information on the specific services we are offering under the IT MSP, how each Sourcewell Member operates once onboarded to the IT MSP, and what the fees and service levels are. Because we have an established contract with Sourcewell, and participating entities are familiar with the availability of the program, the new contract will be seamless to our Sales and Account Management Teams. It will be easy for them to continue to manage, promote, and sell. This ensures Sourcewell gets the most benefit quickly and efficiently; we have little to no ramp up and our staff understand the MSP concept and how best to present it.	*

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.	CAI'S E-PROCUREMENT SUITE CAI currently utilizes VectorVMS to service the existing Sourcewell contract. For the immediate transition, we assume continuation of this VMS is acceptable, which will aid in our immediate ability to serve this contract if awarded. However, we are not content with resting on our laurels. As this contract matures, CAI is proposing a customer-centric VMS approach that offers three industry proven Vendor Management Systems under the Sourcewell contract: SimplifyVMS, VectorVMS, and FlexTrak. Rather than limiting participating entities to a single platform, we propose a structure that provides participating entities with the ability to align their selection with their priorities and goals, or even just preferences. Some MSPs opt to develop and use an in-house VMS to streamline their processes and maintain control over their operations. While this may sound more desirable to some clients, this practice can lead to several missed opportunities, which could result in increased operational costs, challenges in keeping up with technological advancements, and limited ability to conduct a technology assessment to determine the best VMS match for each individual client. Additionally, these in-house systems may lack the scalability and flexibility offered by a Software as a Service (SaaS) VMS platform, which are designed to provide continuous updates, security features, and a more extensive range of functionalities. MSPs that partner with a SaaS VMS can ultimately reduce costs and offer a more unbiased and up-to-date solution for managing vendors effectively. SIMPLIFYVMS Founded in 2016 and based in Jersey City, NJ, SimplifyVMS has consistently been recognized as an industry leader in this domain. For the past three years, it has appeared among the top three platforms in the Everest Group's annual "PEAK" assessment of VMS tools. PEAK is an acronym for Performance, Experience, Ability, and Knowledge, and these attributes are core components of the rankings for both market impact and vision and capability, summarized in the chart below. In the 2024 and 2025 assessments, SimplifyVMS was named both leader and a star performer, reflecting its strong market impact and ability to deliver innovative, client-centric solutions at scale (please see Attachment 05 – Graphics Book, Figure 9 SimplifyVMS as Market Leader). SimplifyVMS is a globally deployed enterprise-grade VMS with more than 300 customers in 115 countries. It provides unified management of requisitions, supplier engagement, candidate tracking, compliance, timesheets, and invoicing—all within a single, highly configurable SaaS platform. VECTORVMS VectorVMS is an industry-leading VMS tool used by agencies and companies across the U.S. Named a Market Leader in Solution Strength and Provider Strength by Ardent Partners research firm in 2025, VectorVMS is a proven, industry-leading platform (please see Attachment 05 – Graphics Book, Figure 10 VectorVMS as Market Leader). CAI has a 21-year history implementing VectorVMS into MSP programs for contingent labor, with 71 implementations, including the current Sourcewell contract where it has received positive support from the participating entities. We are a proud member of the VectorVMS Client Advisory Board (CAB), which provides us with direct access to new features, product roadmaps, and development enhancements. This partnership allows us to stay ahead of technological advancements and tailor the platform to meet specific client needs. FLEXTRAK FlexTrak is recognized by Ardent Partners as a Market Leader in the 2024 VMS Technology Advisor, delivering an innovative, multi-faceted VMS that redefines extended workforce management. Built natively on the Salesforce Lightning platform, FlexTrak provides enterprise-grade agility, low-code configurability, and real-time integrations that reduce fragmentation across talent technology stacks. Its FlexAI engine, powered by Salesforce AI, brings predictive analytics and generative AI capabilities to every stage of contingent workforce management from requisition to analytics, which will help Sourcewell participating entities unlock new efficiencies and insight (please see Attachment 05 – Graphics Book, Figure 11 FlexTrak as Market Leader). For government and highly regulated environments, FlexTrak offers a GovCloud FedRAMP deployment that meets and exceeds the security and compliance rigor of traditional GovRAMP environments. The FedRAMP-authorized infrastructure aligns with National Institute of Standards and Technology (NIST) controls and other federal security frameworks, which provide enhanced protection of sensitive data and continuous monitoring at the highest standard. Combined with Salesforce's data security, technology updates, and compliance ecosystem, FlexTrak will enable Participating entities to manage complex, large-scale contingent workforce programs with unmatched security, resilience, and confidence.	*

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.	Having delivered multiple MSP and IT staffing service programs over the years, each of which have required their own deployment and training plans, CAI has a tried and tested methodology for ensuring that training is relevant, current, and on-going throughout a program's lifecycle. CAI will conduct introductory sessions for each new participating entity that presents an overview of the contract, introduces CAI, describes the managed staffing services or IT staff augmentation process, and stresses the benefits of this new contract. The presentation can be fine-tuned, depending upon the audience, to stress higher-level aspects or 'how-to' details. We plan to offer these sessions within the first two to three weeks of implementation, once finalized. Our approach to presenting these topics is tailored to requirements and availability of participating entity staff. We can present topics sequentially in one session covering the entire workflow, or as individual sessions for users who want to focus on a particular point in the workflow or who may have time restrictions and are unable to sit through several hours of training at one time. CAI has experience delivering comprehensive training sessions using Microsoft Teams and uses this software as its primary internal communications tool. Training will be conducted through live instructor-led sessions supplemented by access to the demo environment for practice, video tutorials, and step-by-step quick reference guides. All completed training materials, including recordings, presentation decks, and reference documents will be posted and made accessible through the MSP Program Manager landing webpage, ensuring consistent access for current and future stakeholders. Training materials will also be available from links within the VMS. Key focus areas include: PARTICIPATING ENTITY USERS - Navigation: Users are trained in how to navigate through the VMS. - Creating a Requirement: Users who submit requisitions are trained on the process of creating a requirement within the VMS. We talk about how our management team works with clients to ensure accurate requirements, including priorities set by the entity. It includes separate modules for Statement of Requirements (SOR)/SOW requisitions. - Approving a Requirement: Approvers who have approval/rejection authority of submitted requirements are trained on how to review and approve/reject a requirement. We also demonstrate requisitions requiring multiple approvals. - Selecting Candidates: We discuss the screening process, so users understand CAI's role in pre-screening candidates to forward to the agency. Users are trained in how to review and select a candidate for engagements. - Approving Expenses: This module focuses on the process of reviewing and approving or rejecting expense reports. Where appropriate, we may address entity-specific policies. - Approving Timesheets: Time approvers are trained in the process of reviewing/approving/ rejecting timesheets. - Evaluating a Candidate: Users with engaged Suppliers are trained in the process of evaluating the engaged candidate's performance. - Reporting: Users can learn how to run and/or create their own reports. SUPPLIER/RESOURCE USERS - Navigation: Users are trained in how to navigate through the VMS. - Reviewing a Requisition: Suppliers are trained in how to access the information on the requisition, including how to evaluate/prioritize requirements so that they can respond more effectively; this includes compliance item review. - Submitting a Candidate: Suppliers are trained in the process of submitting candidates. - Submitting Timesheets: Suppliers and resource candidates are trained on timesheet submission; this includes proxy submissions, when SRP managers submit timesheets on behalf of the TSR. - Submitting Expenses: Suppliers and resources are trained in the process of submitting expenses. - Submitting SOW deliverables: Suppliers who enroll as SOW suppliers are trained in the process of bidding SORs and submitting deliverables. STAFF AUGMENTATION RESOURCES In addition, we will create a separate recorded webinar for staff augmentation resources, focused on time entry and expense submission. This is an abbreviated version of the similar topics in the Curriculum for Suppliers table above. We will also provide a frequently asked questions (FAQ) breakdown with instructions for staff augmentation time entry; this serves as a permanent reference for the individual staff. ONGOING TRAINING AND SUPPORT Ongoing engagement and interaction with our suppliers is a foundational component of our MSP services and a critical success factor for quickly providing high-quality candidates to our clients - Weekly program updates We send weekly updates to all suppliers regarding the status of open requisitions, upcoming

		needs, program reminders, and helpful tips for success. Our project manager and the account managers routinely dedicate time to mentoring suppliers, providing best practice guidance to aid their success in the program. This is especially important to small firms who are trying to grow their business. For example, we provide practical guidance on: - Proactive recruiting strategies, including criteria for sourcing qualified candidates - How to educate candidates on the position, the agency, and the interview process - Best practices for validating the accuracy of the data about the candidate - Skills and biographic information - Contact information - Ensuring resources submit timesheets on time - Paying the resources in a timely fashion - This level of hands-on mentoring is not provided by every MSP program. CAI's mentoring and support remains a tangible value-add in each of our programs, and increases supplier buy-in to elevate the program's success. - Ongoing Training - We create mini tutorials for basic functions and make them available as video files. These walk the user through specific tasks within the VMS. - We also provide quarterly webinars, one-on-one coaching, and tailored support based on best practices to help subcontractors navigate the VMS, understand market trends, and improve candidate submittal quality. - Office Hours - We will establish regular office hours. This may be unstructured time, when we make ourselves available to suppliers in person or via phone/webinar. Our intention is to allow the suppliers to have access to our team for one-on-one advice on how to be more effective in supporting our clients. AGENCY SPECIFIC TRAINING Some agencies have specific training required for incoming resources. This may be technical training; it may be procedural, such as relevant policies related to data retention, personally identifiable information (PII), criminal justice data, or other information specific to the assignment. We will capture agency-specific training requirements during contract transition and record them within the VMS; we will also update them as needed when agency requirements change over the life of the contract. In terms of resources newly assigned to the agency through the IT Managed Workforce and IT Staff Augmentation Solutions contract, we will assist with facilitating it, if desired, and record course completion within the VMS. This can include agency sign-off, capturing webinar attendance metrics, etc., as needed. The system can also restrict a resource from being activated or assigned until all required training items have been verified. All actions are logged with full audit trails, and we can easily generate reports to monitor training compliance across the workforce. ADDITIONAL TRAINING INSIGHTS We anticipate the following training requirements will occur over the life of the contract. - On-Demand Learning: Users have access to in-system support features including help screens, hover-over tooltips, embedded walkthroughs, and FAQs that offer contextual assistance during day-to-day use. - Workflow Changes: As previously mentioned, we leverage industry leading VMS technology. Many of these are SaaS solutions with a history of upgrading their products in response to developments in the industry as well as technology changes. Where appropriate, we will enable new features and functions into the appropriate environment and provide updated instructions on how to use it. This normally occurs in the form of email notifications with links to FAQs, quick reference materials, and/or video recordings. The CAI team will be accessible for additional one-on-one client/supplier support, as needed.
46	Describe any technological advances that your proposed Solutions offer.	This section details the tools and technology used to enhance the delivery of our IT Managed Workforce and IT Staff Augmentation Solutions. INDUSTRY LEADING VMS TECHNOLOGY Our current and proposed additional VMS systems all allow us to manage both Time and Materials (T&M) staff augmentation and Statement of Work (SOW) requirements through the contingent lifecycle. CAI has successfully implemented a VMS system for 19 MSP programs across state, local, and education entities, including the current Sourcewell contract where it has received positive support from the participating entities. These tools provide CAI and Sourcewell participating entities with the ability to manage the full contingent labor life cycle within the application. Using detailed program metrics provides essential reporting so participating entities can track performance across the range of services they are using. The hiring process is also streamlined, reducing the burden on the Member, who is assisted by the CAI team to make requirement fulfillment faster and easier. Use of the tool controls costs, manages compliance, increases quality, and boosts efficiency across the contingent labor lifecycle. BACKGROUND CHECK TOOLS

CAI's MSP and Staff Augmentation programs include standard types of background checks, such as E-Verify, SSN Trace, National Criminal Records Search, National Sex Offender Registry Search, County Criminal Search, and Urinalysis Drug Screening.

WORKDAY
CAI utilizes Workday, a leading provider of enterprise cloud applications for finance and human resources, to manage staffing effectively. Workday offers a suite of tools that can support various aspects of staffing management, such as recruiting, onboarding, workforce planning, time tracking, and talent management.

SALESFORCE
CAI utilizes the robust capabilities of Salesforce, a premier CRM platform, to streamline and enhance its staffing operations. By customizing Salesforce's comprehensive toolset, CAI seamlessly orchestrates job postings, candidate management, communication, interview scheduling, and evaluation processes within a unified ecosystem. The platform also serves as a dynamic interface for managing client relations, capturing detailed staffing requirements, and aligning talent acquisition with client objectives. Furthermore, CAI leverages Salesforce to cultivate a rich database of prospective talent, cataloging each candidate's unique skill set, work history, and professional milestones to expedite the recruitment process and ensure a perfect fit for upcoming projects.

CAI's SUPPLIER SUPPORT PLATFORM
CAI maintains a platform to support Supplier Enrollment, Documentation Accuracy & Expiration, & Help Desk support functionality. It helps us manage our large supplier contract pool while allowing us to also track compliance items, contracts, and other reportable data to report on. This is a unique deployment, developed specifically and internally by CAI to give us a unique edge. More information on how we utilize this platform can be found in question 49.

PHENOM
In our staff augmentation service, CAI employs the Phenom People platform, which is an AI-powered Talent Experience Management (TXM) system, to elevate its staffing management processes. Phenom's platform provides a holistic approach to attracting, engaging, converting, and retaining talent. From improving recruiter productivity to accessing more powerful analytics and insights, CAI uses Phenom to understand talent trends, measure the effectiveness of hiring strategies, and make data-driven decisions.

CRITERIA CORP
CAI uses Criteria Corp, a provider of pre-employment testing and assessment software, to enhance its staffing management by leveraging science-based assessments to inform hiring decisions. Criteria Corp's tools help CAI screen candidates efficiently by assessing their skills, cognitive abilities, and personality traits to ensure they are a good fit for the role and the company culture. By using standardized assessments, CAI can objectively evaluate a candidate's potential, reduce unconscious bias, and make the hiring process fairer and more inclusive, while providing CAI with data analytics and reporting features that can track the effectiveness of hiring campaigns and optimize the selection. The insights gained from Criteria Corp's assessments allow CAI to make more informed decisions, increasing the likelihood of successful hires and reducing turnover.

HIREVUE / CODEVUE
CAI leverages the advanced capabilities of HireVue, a leading platform for video interviewing and coding assessments, to optimize its staffing management. The platform's comprehensive coding assessments provide a deep dive into candidates' technical prowess, thinking patterns, and alignment with company culture. Harnessing the power of artificial intelligence (AI) analytics, HireVue equips CAI with nuanced insights into each candidate's technical competencies, streamlining the selection process to pinpoint the most suitable candidates with precision and speed. Additionally, HireVue's efficient scheduling and analytic tools enable CAI to expedite the hiring timeline and continuously refine interview strategies, thereby enhancing the efficacy of talent acquisition and securing top-tier talent for the organization.

APPCAST
In our staff augmentation service, CAI deploys Appcast, a job advertising platform utilizing programmatic recruiting technology, which employs software and data to optimize its staffing management by reaching a wider audience and attracting the right candidates more efficiently. Appcast allows CAI to distribute job ads across a wide network of job sites and platforms, targeting candidates that fit specific job requirements and are more likely to be interested in the position. CAI can use Appcast's programmatic technology to automatically adjust where and how job ads are displayed based on performance data, ensuring that advertising budgets are used effectively to attract suitable applicants. CAI can analyze recruitment data and gain insights into which job ads perform best, where top candidates come from, and how to optimize ad spend for better returns on investment.

ARTIFICIAL INTELLIGENCE
We have a mature, well-developed MSP practice, one that we are continuously improving. As part of our ongoing quality enhancement initiatives, over the past 12 months, we have undertaken an enterprise audit of our MSP program focused on process improvement. We

		evaluated workflow, technologies, success stories – and areas to optimize our service offerings for our clients and suppliers. Among other things, we identified three industry leading VMS solutions that incorporate artificial intelligence (AI) and offer extended business intelligence (BI). These are described in Question 44. We have also developed an enormous data lake of data points relevant to workflow management and contingent workforce services, which we use to evaluate services and identify opportunities to improve. We have developed a supplier scorecard with standardized Key Performance Indicators (KPIs) to help suppliers – and us – optimize our collective ability to supply high-quality temporary staff. We also have a dedicated staff of three specialists focused on adapting AI to enhance our workflow and knowledge base. Among other things, we can now use AI to streamline the procurement process; identify candidate fraud; and quickly evaluate workforce trends. ACCESSIBILITY AND MOBILE APPLICATIONS All of our VMS options have native Mobile Apps available on iOS and Android devices. This allows agency users to receive notifications and manage tasks on-the-go. The platforms can adapt consistently across tablets, PCs, and mobile browsers. All are aligned with Web Content Accessibility Guidelines (WCAG) 2.1 Level A and AA to support users with disabilities. Features include screen reader support, keyboard navigation, and high-contrast views. These are all “next generation” improvements that we hope to introduce to the Sourcewell community under the new contract.	
47	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	CAI is committed to demonstrating good stewardship regarding our environment. We recognize the impact our organization and our associates can have on the environment due to our diverse locations, our resource consumption, and our interactions worldwide with individuals, businesses, and other government agencies. As an organization, CAI is committed to: - complying with all applicable local, state, national, and international polices as they relate to environmental management and our business practices - integrating environmental management principles into our business plans and activities - minimizing the impacts of our activities on the environment as much as possible - raising awareness of, and commitment to environmental management among our associates though - recycling programs, community activities, and corporate policies - reduced paper usage – our VMS options and our IT staff augmentation solution reduce paper usage to almost zero, preferring to invoice, track, audit, and exchange data and information electronically.	*
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.	ECO-LABELS, RATINGS, AND CERTIFICATIONS CAI is not proposing any physical equipment or products under this contract that would typically require eco-labels, energy efficiency ratings, or life-cycle certifications. Our solutions are technology-driven and service-based, focused on delivering digital, paperless workflows and cloud-hosted platforms that inherently support sustainability by reducing resource consumption and environmental impact. While no third-party eco-labels apply to our proposed solutions, CAI’s approach aligns with green principles through: - Paperless Processes: Eliminating nearly all paper usage via electronic requisitions, invoicing, and reporting. - Energy-Efficient Hosting: SaaS platforms hosted in data centers that meet environmental management standards. - Remote Collaboration: Reducing travel-related emissions through virtual engagement tools. These practices reflect CAI’s commitment to sustainability even in the absence of product-specific eco-labels.	*
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?	CAI’s success in the MSP space has been based on a superior combination of value and quality of services. Our long-term strategy within the MSP market remains consistent; we will seek partnerships with clients that place an emphasis on best value and quality service, using highly developed tools, heavy client interaction and participation, and an ongoing commitment to continuous improvement. The Workforce Solutions practice will stay abreast of contingent workforce trends and innovations through insight provided via our participating entities with Staffing Industry Analysts (SIA) and Gartner. We will help drive improvements and enhancements with the VMS tool through our seat on their Client Advisory Board (CAB). Our long-term, strategic plan for our MSP offering has been shaped by our experiences in the last 21 years, as well as our analysis of trends within the MSP market. CAI’s MSP practice has and will continue to investigate and implement process changes and take advantage of technologies deemed to be beneficial to our overall service. Three key components of our MSP program’s future vision and strategic plan are: - Increased automation, by researching and integrating ServiceNow, Robotic Process Automation (RPA) and Artificial Intelligence (AI) into our MSP model - Leveraging the talent ecosystem, by offering employer-of-record/payrolling services and investigating direct sourcing options	

- VMS enhancements, by reviewing both existing and new functionality against the needs of the client to support a streamlined and efficient workflow

INCREASED AUTOMATION
CAI is heavily invested in developing and implementing a new Supplier Management Portal for our MSP programs. The new Portal provides our vendors with a self-service platform that streamlines the program enrollment workflow, enhances interactions with the CAI Vendor Management team, and allows our vendors to be active participants in maintaining their contractual documentation. The following primary features were part of the first release of the Portal in Q4 of 2020:

- Ability for Vendors to enroll in any MSP program with minimal support from CAI staff
- Ability for Vendors to submit required items for program enrollment, and manage these items directly within the portal
- Workflows that enable CAI staff to track requests, provide feedback to Vendors, and approve/reject enrollment documents
- Ability for Vendors to self-manage their internal users within the application
- Automatic notifications to Vendors about expiring documentation
- Automation to store documentation in SharePoint Online as well as retrieve documents without CAI staff involvement
- Visibility and reporting capability on the status of every Vendors and program enrollment

RPA is a form of business process automation based on the notion of software robots or other forms of AI. CAI currently uses artificial intelligence in our District of Columbia MSP to automate the submission of invoices directly into D.C.'s systems. We also use AI to automate our back-office process of auditing the data stored in the VMS and our financial system, Workday. Robotics are used to validate the rates on both agency and supplier invoices, reducing the potential for human error. These robotic process automations have improved accuracy and speed for our programs, and we continue to evaluate our internal back-office processes, on an ongoing basis, to determine additional candidates for automation.

SPEED TO MARKET
A key focus for CAI and the success of its existing Sourcewell program is the speed with which we can implement the solution for a participating entity. Speed to market is key. The IT candidate market is driven by the candidates now, demand is high. CAI's solution sees a new participating entity able to use the solution the same day the participating addendum is signed. Once approved, the application is available and ready to be used via any browser. The requirements, rate cards, and other items are built into the system ready to go. Specific information for the entity may be required to be amended or created, but the solution is available for the entity to use; fully supported by CAI staff as they get to know the program.

This speed is further compounded by our status as an incumbent vendor. Our initial rollout to utilize this contract will be nearly instantaneous as many elements of our program are currently in operation today.

EMPLOYER OF RECORD/PAYROLLING
To balance the dynamic shift in workforce engagement and the ever-changing needs of our clients, CAI can serve as a worker's Employer of Record (EOR), placing us in a position of being legally responsible for paying an employee who is performing work for a participating entity assuming conditions are right to do so. More than just 'payrolling', an Employer of Record has the responsibility to manage taxes, benefits, insurance, onboarding and compliance activities, and other administrative tasks of a worker. CAI offers EOR services for candidates referred from a member, for candidates with previous service returning to a participating entity, or for participating entity employees converting to 1099 status. This is obviously inherent in our staff augmentation capabilities but it is also something we can provide to participating entities in our MSP offering. *

VMS ENHANCEMENTS
A VMS solution needs to have processes that are intuitive and easy for new users to adopt, and (like an MSP) needs to constantly evaluate the market and implement new functionality/enhancements to benefit its customers. CAI recognizes that we need to continually examine both the new features being offered as well as existing application functionality that may not be currently utilized and evaluate their value to the participating entity. As previously mentioned, we are technology agnostic and are proposing three industry-leading VMS solutions as possible VMS systems depending on participating entity requirements. We are not blindly locked into one VMS if it is not the best fit for the client, and we are consistently evaluating VMS against one another to determine the best in class for any given opportunity.

ENHANCED REPORTING
Working with each participating entity, CAI will make self-service reporting a focus under the new program. We will give access to the reporting library available in the applicable VMS' BI to users who would like the ability to run their reports. We will give report creation authority and training to those users who would like to build their reports. This new access will supplement the data reporting support already provided by CAI's Analytics team. As in the current program, we will continue to provide our analytics services, including the creation of new reports and providing ad hoc reports on behalf of users who do not wish to do this on

		their own. DOCUMENTATION UPDATES CAI will provide several improved process guides and videos to enhance the user experience across the program. These resources will further the adoption of program processes and procedures. - Subcontractor Handbook - New/updated training videos - New/updated training guides providing more detailed instructions As can be seen, CAI has significantly progressed in the unique features its MSP programs now offer compared to 2017. We have built upon technological capabilities, as well as those tasks and features that are intrinsic to everyday use, making them more practical and functional. We have developed new ways of enhancing the hiring process for contingent labor and have used technology to improve the efficiency and accuracy of our tasks. SERVICE OFFERINGS EXPANSION When referring to Staff Augmentation services, people tend to just think about the hourly time and material tasks performed by a contingent worker but there are many other service offerings that support an MSP and staffing contract. CAI has expanded the services available under the new contract beyond a standard rate card to broaden the options available to the Participating Entities for their contingent workforce needs. These are detailed in our Pricing response but include the following: - Employer of Record Services - Non-Standard Screening requirements - Conversion Fees - Other Services STAFF AUGMENTATION INNOVATIONS Alongside our innovations as an MSP service, we continuously improve our staff augmentation capabilities as well. In past projects, we've seen the successful implementation of various technical and procedural staffing innovations that could be leveraged to meet the diverse needs of our clients. These include: TECHNICAL STAFFING INNOVATIONS - Scalable Hiring Processes: A repeatable hiring model that has been utilized effectively screens and places qualified individuals into roles within a diverse range of environments, ensuring a match between the technical requirements and the candidates' skill sets. - Flexible Staffing Models: By not being constrained by geography, we can identify and provide the best resources regardless of their location. Teams can be situated with the client, at development centers, or even offshore, providing great flexibility in staffing. - Advanced Recruiting Technology: Utilizing leading-edge applications such as Phenom People integrated with Salesforce and Workday to create one cohesive and seamless experience for candidates from application through to hire, enabling speed to market for our recruiting team and hiring managers. PROCEDURAL STAFFING INNOVATIONS - Integrated Recruiting Systems: Using integrated systems, the coordination of resources within a common workflow has improved the efficiency of candidate pipeline management, allowing for rapid response to client staffing needs. - Consolidated Procurement for Contingent IT Labor: Transitioning from decentralized to consolidated procurement processes for contingent IT labor allows for quicker acquisition of necessary skills.	

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	While CAI does not currently hold WMBE, SBE, or veteran-owned business certifications, we fully recognize and support the importance of these designations in promoting equal opportunity and supplier diversity. Our commitment to inclusion is reflected in the composition of our vendor network: Strong Diversity Representation: Over 16% of our nationwide vendor pool consists of businesses certified as small, woman-owned, minority-owned, veteran-owned, disadvantaged, or other diverse classifications. Program-Specific Goals: In many programs, we actively meet or exceed diversity requirements. For example, in the District of Columbia, CAI supports a 95% locally certified business participation target. Ongoing Expansion: As we build new vendor pools for Sourcewell and other programs, we continue to prioritize partnerships with diverse suppliers to strengthen representation and create equitable opportunities. CAI also utilizes an array of VMS options to best suit our clients, as previously outlined in Question 44. One of these VMS options is SimplifyVMS. SimplifyVMS is a certified minority business enterprise (MBE) and is the only major divesity VMS supplier in the market today. CAI's approach ensures that Sourcewell Participating Entities benefit from a broad, inclusive network of suppliers, even though CAI itself does not hold these certifications.	*
51		Minority Business Enterprise (MBE)	○ Yes ◉ No	N/A	*
52		Women Business Enterprise (WBE)	○ Yes ◉ No	N/A	*
53		Disabled-Owned Business Enterprise (DOBE)	○ Yes ◉ No	N/A	*
54		Veteran-Owned Business Enterprise (VBE)	○ Yes ◉ No	N/A	*
55		Service-Disabled Veteran-Owned Business (SDVOB)	○ Yes ◉ No	N/A	*
56		Small Business Enterprise (SBE)	○ Yes ◉ No	N/A	*
57		Small Disadvantaged Business (SDB)	○ Yes ◉ No	N/A	*
58		Women-Owned Small Business (WOSB)	○ Yes ◉ No	N/A	*

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.	Payment Terms and Accepted Payment Methods Payment terms under this program involve three distinct relationships: - Sourcewell Participating Entities to CAI – how participating entities pay CAI for services. - CAI to Vendors – how CAI pays subcontractors and suppliers supporting the program. - CAI to Sourcewell – how CAI pays the contractual sales admin fee to Sourcewell. To provide clarity, we have outlined both below. 1. Payment Terms from Sourcewell Participating Entities to CAI CAI's standard payment terms are Net 30 days from invoice date. We understand that Participating Entities may have unique requirements. CAI is fully flexible and will align with each Entity's purchasing guidelines as outlined in the Participating Addendum. Electronic Payment (ACH) is preferred for accuracy and speed. Checks can be accommodated if required by the Entity. 2. Payment Terms from CAI to Vendors CAI ensures timely payment to vendors based on approved time and expenses in the VMS. CAI can make auto generated payments to vendors, based on approvals within the VMS, thanks to our tenured infrastructure and experience in delivering and managing large scale programs across hundreds of suppliers. Vendors are paid within seven days of CAI receiving payment from the participating entity. As an example, if CAI receives payment on July 1 for May services, vendors are paid by July 8. Vendors may currently choose from two early payment options for Time & Materials (T&M) engagements: 3% / Net 2-Day Option: Payment no later than the 10th day of the subsequent month for approved time, subject to a 3% discount. 1% / Net 15-Day Option: Payment on the 23rd day of the subsequent month (15 days from invoice date), subject to a 1% discount. Note that these options apply only to T&M payments, not to SOW fixed-price projects. Once selected, the option remains in effect for six months. Electronic Payment (ACH) is also the preferred method for payments made to our vendors for accuracy and speed, but we can accommodate payment via checks if needed. CAI is continually looking for ways to enhance the value of our programs for the vendors in our networks. As additional payment term options are offered, they will be reflected in the subcontractor agreements between CAI and the vendors. 3. Payment Terms from CAI to Sourcewell CAI is required to remit an Administrative Fee to Sourcewell based on quarterly sales. Payments must be received no later than 45 calendar days after the end of each calendar quarter, but CAI has consistently remitted payment in less than 20 calendar days after the end of each calendar quarter. Payments are made via ACH for prompt payment.	*
60	Describe any leasing or financing options available for use by educational or governmental entities.	Not applicable to the services we are proposing.	*

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.	CAI has provided several sample documents that will form part of the standard transaction package that we use for each participating entity, uploaded to the Standard Transaction Documents section in the portal. Documents are often customized to each participating entity's requirements when they sign a participating addendum. Documents will also be tailored for a new contract to include any new terms as part of the agreement. SOURCEWELL SUBCONTRACTOR AGREEMENT The Subcontractor Agreement defines the terms, processes, compensation for Resources, insurance, and payment terms to the vendors in our networks; it also includes the latest rate card according to agreed contract between Sourcewell and CAI. The Subcontractor Agreement is subject to change throughout the contract period should terms between Sourcewell and CAI change. The Subcontractor Agreement ensures the Vendor is protected, treated fairly, and understands the obligations on them as well as the obligations of CAI to them. CAI SOURCEWELL STATEMENT OF REQUIREMENTS (SOR) TEMPLATE The SOR template allows the Participating Entity to define the requirements for a project that they wish to have completed, via outsourcing to a vendor to complete. The template defines all the key tasks that need to be met, the questions to be asked, and provides steps to describe the requirements so that each vendor can provide a complete response and be fairly evaluated against other Vendors. CAI SOURCEWELL STATEMENT OF WORK (SOW) TEMPLATE The SOW template provides the vendor with the opportunity to offer contingent workers who will deliver a project requiring multiple skill sets to complete it, in a given time frame. The work products will be in the form of deliverables, and payments may be made against completion of those deliverables or progress against the project. The document provides guidance for all information to be completed so that Vendors who can respond to SOW tasks have enough information to provide an SOW response and pricing to deliver the work. Our SOW workflow can be found at Attachment 05 – Graphics Book, Figure 13 – Statement of Work Workflow. EXAMPLE SERVICE LEVEL AGREEMENT – STATE OF IOWA (SOURCEWELL) CAI has provided a copy of Service Level Agreement metrics created specifically for the State of Iowa. The State of Iowa engaged CAI under the Sourcewell program. Working in collaboration with the State, our metrics are driven by best practices as well as aiming to set a high standard of service for Iowa. The performance standards target industry benchmarks such as Resume Submittal Response Time, Round One Fill Rates, Accurate Billing, and Customer Satisfaction, among others. For example, Resume Submittal Response Time is the measurement of time from receipt of request to delivery of candidate resumes. We set the Standard as four business days to provide the top three to five candidates from our vendors. The Performance Target is to meet this criterion a minimum of 90% of the time, measured across a Quarter. EXAMPLE POLICY DOCUMENT – SEXUAL HARASSMENT ACKNOWLEDGEMENT CAI is cognizant of its responsibility to treat everyone in the workforce with dignity and respect. To that end we have developed multiple policies which set the standard of how we interact with each other, our peers, our coworkers, our customers, and our partners. We set a high standard. Contained within Attachment 06 – Standard Transaction Document Samples is the Georgia Statewide Sexual Harassment Acknowledgement; the State of Georgia requested that all CAI employees and Vendor employees review and agree to comply with Georgia's statewide Sexual Harassment Prevention Policy. In addition, training was also required to be completed on a yearly basis. The attached document is the attestation form provided to all CAI employees, Vendors, and Vendor employees to be completed. CAI will develop something similar for each Participating Entity dependent upon their requirements according to state and local law, as well as individual Participating Entity guidelines.	*

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. CAI can accept the P-card procurement and payment process. Fees will apply for the use of the P-card. We will work with each Sourcewell participating entity to understand their procurement guidelines and how the guidelines apply to transactions under the Sourcewell Contract. Applicable P-card fees will be resolved in the Participating Agreement.	*
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.	We propose a pricing model using research data gathered by the Economic Research Institute (ERI) that is competitive and realistically reflects local labor compensation requirements across the regions and states. We also propose a pricing model that allows Sourcewell to support its Canadian participating entities. There is no industry standard pricing, so therefore, no Sourcewell discounted price is offered. CAI uses salary data from ERI as a means of determining baseline wages. The ERI is an independent research firm whose algorithms and data have been in use for the past 30 years; it does not offer consulting services, i.e., it has no self-directed incentive for modifying its metrics. In our many years of providing MSP services to various government agencies, we have found the ERI data to be extremely accurate for estimating salaries by position description and geographic location. CAI then determines the vendor rate by deriving the markup on the wage rate that covers all costs and obligations that any employers must pay prior to calculating a profit. In developing a subcontractor markup for the contract, we created a formula to cover their payroll costs, employee benefits, contract expenses, and modest pre-tax profit. This becomes the rate per hour that the vendors are paid for their selected Resources. It is upon this vendor rate, or labor rate per hour, that the MSP service fee is applied and becomes the bill rate to our customers. The MSP service fee covers the cost of doing business for CAI. These are reasonable costs for doing business, such as our own labor costs as well as administrative fees for the VMS tool. CAI analyzes the ERI data and makes recommendations to our customers regarding increases or decreases to the contract rates and have built annual cost escalation into our pricing based on the US Department of Labor Employment Cost Index (ECI). The final decision on changes to rates, however, rests with the customer; CAI adheres to those decisions. We will continue to conduct these reviews on a frequency acceptable to the customer. CANADIAN PRICING MODEL CAI's developed pricing model has minor differences between Canada and the U.S. The concept – an hourly rate all-inclusive of fees – remains the same. The hourly rate is multiplied by number of hours required to meet the requisition. To develop the proposed rates, CAI has used data from ERI which provides concise and accurate detail of market rates both within the U.S and Canada. The significant difference in pricing models that CAI proposes is the variation in country currency and exchange rate, and the applicable tax vary for each country, and each state or province within each country, dependent on currency used, and national and local tax laws and employment laws by state or province. For example, CAI will work with each Sourcewell participating entity and supplier to establish the process regarding overtime and overtime pay. Overtime rules are driven by the employing organization and are dependent on state or provincial laws. We will establish up front how this is to be operated and it will be included in the subcontractor agreement with the supplier who represents the resource performing the work. For a contract that is used to acquire Resources to perform services, items are not associated with a SKU but a job title. CAI proposes a list of industry relevant job titles grouped by functional area that are broad enough to encompass the needs of any IT organization. We have also proposed additional pricing options for services that are typically associated with contingent staffing and MSP programs such as Employer of Record (EOR), non-standard pre-employment screening requirements, conversion fees, and other bundled services.	*

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.	PRICING DISCOUNT QUANTIFICATION CAI has provided a tailored pricing solution for Sourcewell that includes a not-to-exceed rate card based on Time & Materials (T&M), labor categories, and geographic market conditions. Because MSRP or published list pricing does not apply to IT MSP services, there is no standard scale for discounting. Instead, our pricing is benchmarked against the latest market compensation data from the ERI, ensuring rates are competitive, fair, and aligned with current labor market conditions. This approach delivers built-in cost control for Sourcewell participating entities by: - Establishing maximum allowable rates for each labor category. - Promoting cost savings through competitive pricing by our vendors below the not-to-exceed rate card. - Leveraging real-time market data to prevent inflated pricing. - Providing transparent pricing tiers that reflect regional cost variations.	*
65	Describe any quantity or volume discounts or rebate programs that you offer.	CAI offers volume-based discounts and rebate programs designed to deliver additional value as usage increases: - Volume Discounts: Discounts can be applied when engagement volumes reach predefined thresholds. These thresholds will be established collaboratively during the kickoff with each Sourcewell Participating Entity, based on anticipated requirements. - Rebate Program: Rebates may be issued at the highest organizational level and then allocated back to the Participating Entity that generated the usage. This ensures transparency and equitable distribution of savings.	*
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.	CAI can accommodate requests for “sourced” services, which we define as situations where a Sourcewell Participating Entity requests a specific named resource or a skill set outside the standard rate card. We will ask the supplier who represents the resource to provide availability and if the requested resource is available the resource can be engaged. The PO process and payments remain the same according to the rate card. In some instances, an exception is required when a labor category may not meet the requirements of the Sourcewell participating entity. Our rate card is very broad with the goal of encompassing all potential requirements including an Exception category which enables a participating entity to name its own price; however, should a new skill set be needed we will quote on an individual basis using pricing data from available Resources. The new labor category can then be added to the Sourcewell participating entity’s rate card. COST STRUCTURE - Standard Requests: No additional sourcing or quoting fees apply when the resource falls within the existing rate card. - Open Market Requests: For new skill sets, pricing will be quoted individually using current market data. - Markup: CAI will apply the same transparent pricing methodology used for standard categories—based on ERI market data and consistent markups—ensuring fairness and cost control.	*
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.	All pricing is included in the pricing proposal for standard services identified in the Sourcewell contract. Pricing includes options for hourly rates as well as additional services offered in support of a Participating Entities contingent program needs. No additional costs associated with any standard services CAI provides for implementation and installation, training, delivery, or otherwise specific to onboarding a new participating entity are to be expected. Additional costs may be incurred by the Member if they add additional requirements or tasks via their Participating Addendum such as integrations.	*
68	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	Freight, delivery, and shipping costs are not applicable to the services CAI is proposing on this Contract.	*

69	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	To provide the proposed services, CAI's process only differs in that Canadian delivery requires a change in payment and billing activity due to the value of the Canadian dollar. Provision of services to Alaska and Hawaii may be affected by the ability to find local staff that have the skill sets to meet the Sourcewell participating entity requirements. In some instances, the Sourcewell participating entity will have to allow for a travel budget or for the Resource to work remotely to find the correct skill set. Travel expenses can be submitted to allow for auditing and participating entity policy requirements for travel and reimbursement. As the RFP reflects the potential interest and usage by Canadian provinces, CAI has established a 'provisional' rate card based upon the same proposed labor categories for the U.S. market but using current Canadian labor rates. However, CAI would suggest that an approach to Canadian and foreign markets would be to agree to a currency exchange rate at the start of each participating addendum which will then be in place throughout the period of performance. Should a participating addendum be renegotiated, extended, or changes in requirements be requested, CAI and the Sourcewell participating entity will reevaluate the exchange rate to ensure that the rate is being best reflected. This approach allows for fluctuation in the currencies being used and will serve the best interest of the Sourcewell participating entity, who may not wish to be locked into set rates for the entire four years.	*
70	Describe any unique distribution, delivery, and/or deployment methods or options offered in your proposal.	CAI's proposed model is based upon an open enrollment supplier pool that is nationwide and non-restrictive. This approach allows us to capture significant small and disadvantaged business participation from across the country.	*
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.	AUTOMATED MONITORING AND TRACKING The Vendor Management System (VMS) serves as the central platform for tracking and validating compliance with the agreement. Automated workflows within the VMS continuously monitor key compliance metrics, including proper pricing, adherence to Service Level Agreements (SLAs), and supplier performance. The system is configured to flag discrepancies, such as pricing rates outside of defined ranges or incomplete compliance documentation. Alerts are generated when compliance issues arise, enabling proactive resolution. RATE CARD VALIDATION To verify proper pricing, CAI conducts rate card validation by cross-referencing submitted rates against the approved rate structures outlined in the contract. The VMS enforces rate compliance by rejecting rates that exceed defined thresholds. This ensures that all participating entities are billed according to agreed-upon rates for labor categories, avoiding overcharges or pricing errors. MANUAL REVIEWS In addition to automated monitoring, CAI's Account Manager and audit team perform periodic manual reviews of compliance data. These reviews include: - Spot-checking invoices to ensure rates align with the contract. - Validating supplier submissions and candidate placements against contract requirements. - Examining historical pricing trends and comparing them with benchmarks to identify anomalies. SUPPLIER COMPLIANCE AUDITS CAI conducts quarterly supplier performance and compliance audits to ensure suppliers are adhering to contractual obligations. These audits include: - Verifying supplier adherence to agreed pricing structures. - Evaluating supplier performance metrics such as response times, fill rates, and candidate quality. - Identifying and addressing discrepancies, such as underperformance or non-compliance with pricing policies. REPORTING MECHANISMS Regular compliance reports are generated from the VMS and shared with participating entities. These reports include: - Pricing summaries, detailing rates applied across all engagements. - SLA performance metrics, highlighting compliance with agreed standards. - Supplier performance scorecards, providing transparency into	

		vendor activity and adherence. AUDIT SCHEDULE CAI implements the following audit schedule to ensure ongoing compliance: 1) Monthly Pricing Audits: Review invoices, rate cards, and supplier submissions to verify proper pricing across all engagements. 2) Quarterly Supplier Audits: Conduct supplier performance reviews and ensure compliance with contractual obligations. 3) Annual Full-Scale Audit: Perform a comprehensive review of program data, including pricing, compliance, and operational metrics. This audit includes stakeholder feedback and a summary of findings for Sourcewell's review. CORRECTIVE ACTIONS In the event of non-compliance or pricing discrepancies, CAI promptly initiates corrective actions, which include: - Engaging directly with suppliers to address and resolve issues. - Adjusting invoices to align with contract terms and issuing credit memos if overcharges are identified. - Escalating unresolved compliance matters to the State for collaborative resolution. TRANSPARENCY AND COMMUNICATION To ensure confidence in the self-audit process, CAI maintains open lines of communication with Sourcewell participating entities. Detailed audit findings, including pricing validation reports and supplier performance metrics, are shared regularly. Additionally, CAI facilitates quarterly business reviews (QBRs) with stakeholders to discuss audit results, emerging trends, and opportunities for improvement. IMPACT TO SOURCEWELL AND PARTICIPATING AGENCIES CAI's comprehensive self-audit program delivers accuracy, transparency, and risk mitigation for Sourcewell and its participating entities. By combining automated monitoring, manual reviews, and scheduled audits, CAI ensures proper pricing and full compliance with contractual terms. Key benefits include: - Guaranteed Pricing Integrity: Automated rate card validation and monthly audits prevent overcharges and ensure adherence to agreed rates. - Proactive Issue Resolution: Real-time alerts and corrective action protocols minimize compliance risks and protect participating entities. - Enhanced Supplier Accountability: Quarterly audits and performance scorecards drive supplier compliance and service quality. - Operational Transparency: Regular reporting and quarterly business reviews provide clear visibility into pricing, SLA performance, and supplier metrics. - Continuous Improvement: Annual full-scale audits and stakeholder feedback foster program optimization and long-term value. This structured approach safeguards Sourcewell participating entities from pricing discrepancies, strengthens compliance, and promotes confidence in program integrity.	*
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.	On a Sourcewell contract such as this, what is measured can vary drastically. This is especially true when we consider that our services through this contract may be as an MSP, staffing for potentially hundreds of engagements, or as a Staff Augmentation Partner that may staff as low as one or two permanent or temporary placements a year. We need to determine what information our participating entities will find most useful so they can be confident they are receiving best in class services through this contract. Therefore, it is imperative that we go into any engagement under this contract with a structured workshop process to discover the information that will help effectively manage performance of not only CAI, but our resources and our suppliers as well. Finally, we will also need to track how effectively CAI is performing on the Sourcewell contract as a whole, to allow clear focus on how to best improve our utilization within the Sourcewell contract. These are broken out below: MSP METRICS Quality is an integral part of our MSP service offering. We develop our Quality Assurance/Improvement Plans based on our decades of experience managing IT-based MSP programs and the needs of our clients. This narrative describes quality measures we follow in delivering MSP services and presents potential KPIs for the program,	

including their relevance to the contract SLAs. Typically, we will report SLA metrics quarterly though will coordinate with any participating entity on timing and incorporating additional KPIs into the quarterly report. Throughout the life of the contract, we will identify and communicate QA and improvement opportunities with participating entities as part of our commitment to transparency. As with any of our SLA and KPI metrics, we work tirelessly in discovery and throughout the contract to ensure the information captured is important and impactful for the participating entity, and so these can and will change based on the engagement. With that in mind, however, our experience has found the following metrics as an excellent foundation for capturing our MSP performance:

- REQUISITION CONFIRMATION RESPONSE TIME: - This measures the response time from receipt of the request from the participating entity to confirmation of request receipt by CAI.
- Typical Measure – Within one business day, though we often can automate this process to respond within the hour.
- RESUME SUBMITTAL RESPONSE TIME – This measures the response time from CAI's receipt of the request (tracked alongside requisition confirmation response time) to the actual delivery of candidate resumes to the requesting agency.
- Typical Measure – Most of our MSP programs keep this measure within four business days
- NORMAL ROUND 1 FILL RATE - Please note the SLA for Resume Submittal Response Time above simply measures speed. In reality, the process requires both speed and quality, where the desired outcome is a successful Round 1 match with a candidate who then successfully performs the desired work. The Normal Round 1 Fill Rate SLA measures CAI's ability to fulfill requisitions within the first round of resumes submitted to the requesting agency.
- Typical Measure – These are tracked by the number of requests filled in the first round divided by the total number of requests per agency. We aim for 100% regarding this measure but typically agree to meet a Round 1 fill rate 95% of the time. We can keep this level of confidence in our supplier network because of our methods of tracking supplier success, later described in this section.
- We also typically track time analytics against the onboarding lifecycle's main touchpoints from requisition release all the way to a candidate being onboarded. Which milestones are most important to track typically differ between participating entities.
- Sometimes our clients also like to see metrics around requisitions that require multiple rounds to fulfill. This will include monitoring to the final resolution, including exception processing if required. As these are quite rare in our program, we have found our clients typically do not see direct reporting and analytics as particularly useful.
- ATTRITION RATE – This measures resource turnover due to unplanned situations which are not caused by the participating entity, excluding inadequate performance, death, serious illness, etc. This can include occasions when the candidate leaves of their own accord. Our intention is to prevent attrition from occurring in the first place. So, our measure for this is the percentage of unplanned turnovers vs the total number of placements. Our goal here is zero, though typical SLA is 5% or lower.
- Early ending can occur for a variety of reasons, both controlled and uncontrolled, summarized below. Controlled exits represent scenarios when the hiring manager is fully aware of (and in control of) the work situation; uncontrolled exits occur because of events beyond the control of the hiring agency and the MSP.
- Controlled Exit – This can include events such as the assignment ending, the assignment being cancelled, or performance issues.
- Uncontrolled Exit – This can include death, serious injury, or a resource simply resigning for personal reasons. (Though this will normally include two weeks' notice, allowing CAI teams time to find a new replacement with minimal impact.)
- Standard KPIs we often utilize against this metric include tracking dismissals due to inadequate performance and tracking the reasons that the IT staff leave their assignment. For example, some of our MSP programs see our placements "leave" due to being hired by the participating agency themselves. We believe this represents a positive form of attrition and should be tracked to show program success.
- SMALL, DIVERSE, VETERAN, LOCAL AND/OR OTHER PARTICIPATION GOALS – Many participating entities will require their own forms of participation goals, if any. We have experience

deploying methods to ensure these suppliers have optimal chance to participate, including a tiered structure of requisition release, supplier mentoring, direct reach out, and more. We will work with our participating entities to see what, if any, goals should be met. We will report on performance against these targets using both revenue and headcount, which are standard KPIs. We will also show how these incentivized firms rank compared to their peers. As additional KPIs, we can measure and report on other certifications; we can also report based on geography, such as firms based in a participating entity's state or city.

- OTHER KPIS - This narrative discusses potential quality processes that occur outside the workflow of requisitions and candidate performance. Potential KPIs include all of the following.
- VMS availability – Our current VMS, and all those proposed in our response, have an SLA to CAI of 99.9% availability, not including scheduled downtime. We anticipate including this as a KPI in our quarterly report to any participating entity.
- Customer satisfaction - We propose also including a satisfaction score for our suppliers and our participating entities as a recurring component of our quarterly report.
- Timesheet submittals - This tracks late timesheet submittals so we can counsel/retrain suppliers whose resources are consistently late in submitting weekly timesheets.
- Timesheet approvals - This tracks timeliness of agency approvals so that we can mentor/train time approvers as needed. Please note the suppliers' payments – and wages to their staff – are directly dependent on timely approval of time by the agency.
- Accounts receivable (A/R) - This tracks delays in agency payments to CAI so that we can resolve any payment issues and modify processes when necessary.
- Supplier compliance items - This tracks compliance in two areas: (1) vendor enrollment documents, such as COI documents and other certifications and (2) candidate engagement documents, e.g., background checks, technical certifications, etc.

*

We have provided an example of a typical scorecard in Attachment 05 – Graphics Book, Figure 4 – Sample SLA Report with Targets and Descriptions. This sample includes metrics not previously discussed as they are specific to the needs of that client, representing our willingness and capability to ensure our clients receive the information they deem important.

SUPPLIER METRICS

We use the VMS tool to derive detailed metrics for our Vendor Scorecard. As part of our MSP program proposed here, we are also redesigning the Vendor Scorecard that we use to monitor supplier performance. We will incorporate the new scorecards as part of contract transition. We propose utilizing six core components on the new scorecard, summarized below.

1) Requisition Participation – Active engagement of suppliers in an MSP program is critical. This process measures how actively suppliers respond to requisitions, adjusting for declined opportunities, and reflects their commitment and responsiveness, while the Requisitions Filled metric evaluates their effectiveness in successfully providing candidates who meet agency needs and commence assignments. Both metrics highlight supplier performance in engaging and fulfilling staffing requirements.

2) Candidate Submittal Activity – Suppliers need to submit effective candidates, which we measure through three KPIs:

a) Submissions to Interview - This metric measures the percentage of submitted candidates selected for interviews, indicating how well candidates align with client requirements. It is calculated by dividing the number of candidates interviewed by the number of candidates submitted.

b) Interview to Hire - This assesses the percentage of interviewed candidates who are hired, reflecting candidate quality and supplier preparation. It is calculated by dividing the number of candidates hired by the number of candidates interviewed.

c) Submission to Hire - This evaluates the overall efficiency of the recruitment process, measuring the percentage of submitted candidates who are ultimately hired. It is calculated by dividing the number of candidates hired by the number of candidates submitted.

3) Supplier Efficiency - measures the average time it takes suppliers' staff to submit timesheets, emphasizing the importance of timely submissions for efficient invoicing, accurate financial reporting, and seamless payroll processing. Timesheets are due weekly by noon on Monday (or Tuesday following a State holiday), with delays potentially

impacting worker satisfaction and administrative costs.
4) Engagement Ends - tracks unanticipated disengagements, such as performance issues, resignations, attendance problems, or terminations for cause, relative to total assignment ends. It is calculated as the number of negative ends divided by the total number of ends within the reporting period.
5) Violations – Simply put, this tracks the numbers of violations per reporting period. Here we keep tabs on the warnings issued, contractual/legal/regulatory violations, Human Resources (HR) concerns, client communications, and on/offboarding procedure violations. Using this we can determine what suppliers are providing poor candidates and use this information to correct their behavior or inform us if they should be terminated from the vendor pool.
6) Summary Score – We also intend to develop a single score to reflect overall supplier performance using KPIs and weighting as shown in Attachment 05 – Graphics Book, Figure 8, Potential Supplier Summary Score.

STAFF AUGMENTATION METRICS
We track a multitude of staffing metrics and service level agreement (SLAs) for our clients across our staffing augmentation programs. Below are example metrics we can use during this engagement to present to Sourcewell, on an agreed upon cadence throughout the life of the contract, that will demonstrate our ability to provide IT staffing services in a timely manner:

- Average Response Rate: Percentage of client staffing requests that have been responded to by providing qualified resumes. This is an indicator of how often openings are being responded to, ensuring commitment to finding candidates.
- Average Placement Rate: Percentage of staffing requests that have been met by candidates being hired. This is an indicator of quality of candidates being hired against competition.
- Time to Fill: Measures the average time it takes to fill a position from the job order being placed to the candidate starting the job. A lower time-to-fill can indicate efficient processes.
- Candidate Retention Rate: The percentage of candidates who complete their assignments or are hired permanently by the client.
- Submittal-to-Interview Ratio: The number of candidate resumes submitted to the hiring manager of candidates who are called for an interview. This can indicate the quality of the candidates being sourced.
- Offer Acceptance Rate: The percentage of job offers accepted by candidates. A lower rate may suggest that the offers are not competitive or that candidates are not adequately vetted.
- Attrition Rate: The percentage of candidates who leave their placements before the contract ends, indicating potential issues with job matching or candidate expectations.
- Quality of Hire: Assesses the performance and contribution of the candidates placed, usually determined through feedback from clients or by measuring the candidates' achievements against predefined targets.
- Candidate Conversion Rate: The rate at which temporary or contract workers are converted to permanent employees by the client company.

CAI'S SOURCEWELL PERFORMANCE METRICS
With the experience of working with Sourcewell, CAI will continue to develop the internal metrics we use to measure and monitor how successful the program is and any
developing trends so we can capitalize further.

- We will track the successes of our marketing efforts using metrics on the number of contacts during a marketing campaign, how many resulted in conversations, and how many led to engagement of CAI and Sourcewell to deliver the services through the resulting contracts.
- We use Workday to track our financials. Our financial team created PowerBI reports to track growth month over month and year over year. We produce forecasts three to six months in advance and compare our actuals against our forecasts each month.
- We implemented Salesforce to manage and measure our ability to capture, retain, and grow new business opportunities. Salesforce has helped CAI refocus and strategize our approach to our clients new and old alike. Greater accountability is given to client success and satisfaction through our specific workflows. The new opportunities are reviewed and measured so that we can provide the correct level of engagement and support, and to ensure we are always responsive and efficient with accountability for success held by

		senior management. - Currently, we track and report on all available fields within VectorVMS to ensure that our services consistently meet the established SLAs. This is functionality we have confirmed is available for all the VMS systems we have proposed previously as options in this response. This comprehensive analysis will enable us to monitor our performance across various metrics and dimensions. Additionally, we will evaluate vendor performance, candidate satisfaction scores, and any cost saving outcomes. This thorough approach not only ensures transparency and accountability but also fosters a culture of continuous improvement within our organization. By proactively addressing any discrepancies between our actual performance and the SLAs, we can maintain a high standard of service delivery that aligns with client expectations and our commitment to excellence.	
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.	CAI proposes a 1.15% Administration Fee VALUE JUSTIFICATION As an incumbent with a strong track record of success, CAI recognizes the significant value Sourcewell provides to its participating entities. To reflect this value and our commitment to continued program excellence, we propose an administrative fee of 1.15%, an adjustment from the previous 1%. This ensures Sourcewell can maintain and expand the high level of support and services that have contributed to our shared success.	*

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.	Please see Attachment 02 – Pricing.	*

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.	As an industry-recognized company providing Managed Workforce Solutions and Staff Augmentation Services, CAI will continue to offer its full range of services. Since 2016, CAI has capitalized on its extensive experience and expertise through its partnership with Sourcewell, providing a suite of MSPs, SOWs, and Direct Placement Services. The enduring success of this collaboration is attributed to CAI's unwavering focus on customer satisfaction and its commitment to customizing solutions to meet the distinctive requirements of each client. CAI offers a full-service model of Managed Services and Staff Augmentation to Sourcewell and participating entities. This means defining the business processes for procuring contingent labor as well as managing the supply chain through the MSP. We automate the supply chain, having configured a VMS tool – retaining our existing platform where relevant – to support the Participating entities' goals and objectives. CAI will evaluate each Member independently as we engage with them and determine the requirements for Account Management on a case-by-case basis. Our Account Managers role will be to provide the consultation needed to ensure that the process is operating smoothly and that suppliers are getting the correct information so that they can provide personnel able to perform in the required roles. The growth we have seen in IT Managed Service and Staff Augmentation Solutions, Sourcewell contract 071321-CAI, previously outlined in question 41, is a prime example of the importance and success of the account management and marketing functions required to serve this contract. Below we describe the key components that make up our services split between our MSP service and our Staff Augmentation Services. Information Technology MSP Solutions CAI provides a comprehensive MSP solution to meet the needs of the IT Managed Workforce aspect asked for in the RFP. We pride ourselves on providing "high touch" MSP services for all of our clients. We work closely with our participating entity managers to fully define requirements; communicate closely with suppliers to enable

them to provide best matches for the opportunity; fully manage logistics for the interview and selection process; and coordinate tasks for candidate onboarding. We also monitor performance for the duration of the engagement. A diagram with a high-level view of our process is provided in Attachment 05 – Graphics Book, Figure 3 – MSP Workforce Staffing Workflow. The narrative below discusses the life cycle of the requisition and the role of all parties involved.

1. CONSULT
The hiring manager and CAI account manager engage in dialogue to confirm job classification, discuss requirements.

The participating entity contacts CAI to discuss the upcoming requisition prior to submitting it in the VMS. This interactive discussion focuses on the most appropriate job classification, especially when multiple classifications may be suitable for the work at hand, along with identifying the key attributes needed for success. We then advise the participating entity on how to create a clear and complete job description and point to relevant templates within the VMS.

In cases where the client's needs are urgent or unusual conditions apply, we may notify the supplier community of an upcoming urgent requisition to enable them to prepare to respond.

2. CREATE REQUISITION
The hiring manager creates the requirement in the VMS and blocks off time for interviewing.

The participating entity is responsible for creating the requisition, with the CAI team able to provide assistance, if needed. The VMS guides users in creating the requisition with a sequential series of screens. During transition, we will load the VMS with all particulars relevant to the contract. We will configure it using standard job titles, job descriptions, skillsets, templates, and other means of structuring the information to best facilitate the requisition process for the participating entity. This will result in consistent presentation of information throughout the entire process, discussed below.

The hiring manager should also block time off for these future interviews to occur within one to three days of the candidates being presented for consideration to ensure candidates remain available, steering the process toward the desired outcome. We highly recommend that the participating entity interview candidates, either virtually via webcam or in person; this is an important quality step for evaluating soft skills that may be needed in the position, while also minimizing the potential for candidate fraud.
Many agencies may require additional internal approvals for staffing requisitions. We will identify these requests during the contract implementation and will configure the VMS to support this, based on participating entity requirements, i.e., the process may differ based on the participating entity.

In addition, agencies will need to obtain PO approval within their accounting system. As a best practice, we recommend that agencies obtain an approved PO prior to completing the requisition. From experience, we have learned that agencies may be disappointed to interview a candidate, face a delay in obtaining PO approval, and subsequently find the candidate has taken another position elsewhere.

3. VALIDATE AND RELEASE REQUIREMENT
CAI receives and reviews requirements, releases it to subcontractor network.

When the participating entity completes the requisition, the VMS notifies CAI. We will review it immediately. If we identify ambiguity, we may confer with the hiring manager for clarification. In most cases, we release it to the supplier network within hours of receipt. The requisition goes to the entire community of enrolled suppliers, based on the type of work and the supplier tier.

As you consider these first three steps of our process, remember that our goal is to release the requisition quickly, fully defined. Our role is to kick the process off strongly, then guide all parties through the process to ensure quick and effective execution. This begins with working actively with the agency to ensure total clarity for the requisition itself using a "take time now to save time later" approach.

This will likely include interactive discussion on market dynamics; the appropriateness of the specific title; and details on technical requirements, with suggestions from the CAI team geared toward driving the process to the desired successful outcome. Our objective is to ensure the requisition paints a detailed picture to fully describe the client's requirements so suppliers in turn can supply best-matching candidates.

4. SUBMIT CANDIDATES
Suppliers review requirements, submit qualified candidate(s) via the VMS.
Suppliers are responsible for vetting potential candidates for consideration against the client's requisition, determining candidate interest and availability, and submitting candidate details in the VMS. The software guides suppliers in uploading the information, including responding to the specific requirements of the requisition. We also require suppliers to use identical templates when creating resumes. This enables reviewers, including the participating entity, to evaluate multiple resumes all structured in the same format.

The supplier also uploads required attachments, including copies of required documents, such as certifications, clearances, etc. This includes the electronic RTR (eRTR) letter from the individual candidate.

5. QUALIFY
CAI screens candidates, selects those most qualified, and notifies the hiring manager of availability.
CAI is responsible for evaluating submissions from the vendor community, phone screening and selecting the most-qualified candidates for participating entity review. This is an important aspect of our MSP program. For example, in our Georgia MSP program, last year we received 22,960 resumes for 311 competitive positions, an average of 74 applicants per requisition. We use the VMS as a critical tool for rapidly evaluating large volumes of information on contingent staff. It is both an enterprise repository of information on the labor pool and a tool with functions to help us quickly evaluate and screen candidates. For example, the VMS allows us to rank each candidate based on how closely their skills and experience match the requisition.

The VMS also has multiple screens for comparing large numbers of candidates. These allow us to filter and rank candidates based on how closely the candidates match the details of the requirement, configured rates, global skills, previous employment indicators, and other screening indicators discussed below.

We confirm the candidate's ability to serve in the specific job. This may involve phone calls or web interviews, depending on the circumstances. We also perform independent screening and validation of candidates on social media, such as reviewing their image on LinkedIn or Facebook. In all cases, we will personally confer with the candidates before presenting them; this is an important quality aspect of our MSP service. We will identify the top candidates and forward them to the participating entity for consideration. The number of forwarded resumes varies based on the position, the urgency, and the contract. For example, most clients request three to five resumes. One of our North Carolina agencies requests that we forward all candidates and simply flag the top five. This participating entity in turn generally interviews the top five but desires leeway to interview additional candidates when desired.

We will also flag any candidates that require special review or accommodation. For example, candidates with hearing disabilities frequently have trouble with audio-only telephone interviews. In this scenario, we would request an in-person interview or video, where they can see the lips of the person conducting the interview.

We also require suppliers to verify the identity of each resource prior to any interview or placement. This process includes a mandatory review of a valid government-issued photo ID, such as a driver's license or passport, to confirm the individual's identity.

Our standard practice involves CAI forwarding candidate information/resumes within business four days, though can be modified based on a particular participating entity's predefined SLA. We can expedite the timing and presentation method in response to emergency requests or unusual situations. We will confirm logistics

with each participating entity in setting up the workflow for each participating entities' program.

This is the heart of our MSP process. We use the VMS as a tool for managing the workflow and housing resumes, eRTRs, certifications, and a myriad of data points relevant to candidates and their ability to do the job. We use it, potentially including its AI capabilities, to filter out anomalies, inconsistencies, and other factual errors in candidate profiles. We also use it to match requirements to candidates based on our pre-release interactions with the hiring manager – which is another reason we focus on clearly defining the requirements prior to releasing the requisition. As noted earlier, last year we received 22,960 resumes in processing requisitions for the State of Georgia. The VMS is an important tool for handling a high volume of staffing requests.

This enables us to narrow the pool of candidates for personal scrutiny as part of our "high touch" service. This includes a telephone interview, review of social media profiles, and other tasks best handled by a skilled IT account manager. We will verify that all credentials are active. We will also confirm the candidate's availability, communication skills and ability to articulate their experience, and interest in the role prior to forwarding their information to the agency. This hands-on validation driven by our senior-level account management team is something our competitors cannot or do not offer; it directly contrasts with other firms who simply forward a large number of resumes based on VMS-derived scores. This hands-on validation results in significant time savings for the agency: (1) it reduces the time the hiring manager otherwise would have to spend on reading and filtering resumes and (2) it also dramatically reduces the number of Round 2/Round 3 submissions that might otherwise occur.

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

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

Clients occasionally enter requisitions for multiple positions. For example, a participating entity might need a number of Application Developers for a specific project; the requisition thus represents multiple actual positions. In this scenario, we might forward significantly more than five candidates to provide a sufficient number of candidates to increase the likelihood of filling all positions within the first round.

After reviewing the candidate profiles, the participating entity selects one or more for interviews. As noted earlier, these can be via video/web-based or in-person. The participating entity can indicate logistics for the interview(s) within the VMS.

CAI will coordinate interview logistics with the supplier based on the availability provided by the participating entity manager. As part of our "high touch" service, we will provide all interview details and logistics ahead of the interview; we will even meet the candidate prior to web-based and in-person interviews to review of a valid government-issued photo ID, such as a driver's license or passport, to confirm the individual's identity, and to address any last-minute challenges before introducing them to the participating entity manager. After completing interviews, the participating entity selects one or more candidates in the VMS. This generates an alert for CAI to follow through with the candidate's supplier and coordinate logistics for job startup, described below.

Please note the account manager verified all credentials as part of the original screening; we will confirm that they are still timely. We will also ensure that the candidate has completed required background checks prior to starting the assignment.

7. COORDINATE PLACEMENT
CAI notifies subcontractor of selection and initiates contractor onboarding activities.

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

8. ONBOARDING
CAI coordinates with supplier to ensure timely completion of all compliance and onboarding items.

We ensure that all required pre-employment screenings are completed before the candidate's start date. These screenings include standard background checks as well as any additional requirements specified by the participating entity, such as education verification or fingerprinting. Please note that all screenings must be completed before CAI can finalize the engagementin the VMS, i.e., start the candidate. This is an important compliance audit. *

- Standard Screenings

Suppliers are responsible for initiating and tracking the required screenings and must provide ongoing status updates to CAI throughout the onboarding process. We monitor the screening progress within the VMS, where each candidate's compliance milestones are visible and tracked in real time.

- Participating entity Screenings

Agencies can establish screenings required for all temporary staff. For example, many require a 5-panel drug screening; some require fingerprint clearances. We will confirm with agencies in configuring the VMS to determine whether there are standard screenings to apply to all requisitions from that participating entity.

- Position-Specific Screenings/Certifications

Many positions will require a license or professional certification, such as Project Management Professional (PMP) or technical certifications from Microsoft, AWS, etc. We capture the requirement at Step 1 above and review them prior to releasing candidates. In some cases, the participating entity requires the certification "prior to start date." That screening occurs here at Step 8.
We store all onboarding/compliance documentation in the VMS, and the participating entity has direct access to it. The level of visibility to the compliance details is based on each user's security access. To ensure ongoing compliance, we will also track expiration dates on compliance documentation, such as the annual criminal history clearance, and proactively prompt subcontractors and their staff to renew them to ensure ongoing compliance.

9. START WORK
The candidate reports on their first day and begins the assignment

CAI will coordinate logistics for tasks in preparation for the candidate's first day. This includes standard background checks and other compliance items. This can include standard forms agencies require of contractors, such as non-disclosure agreements, systems access documents, and other forms historically maintained in paper copy. We store all documentation in the VMS, where the participating entity has direct access to it throughout the life of the contract.

10. EVALUATE
We remain in contact with the hiring manager throughout the engagement.

For MSP clients, we work closely with the hiring managers to ensure the contractors are performing as expected, and we actively work to identify and immediately remediate any performance concerns as they occur. For all contractors, we elicit feedback via a CSAT survey. This is a primary means for the hiring manager to confirm the individual is performing as expected. Historically, the survey has been a simple questionnaire that enables the participating entity to provide feedback on the IT staff in minutes. If the participating entity has performance-related or other issues with the individual, they should notify CAI immediately. We will follow the Performance Improvement process described in Table 3, Question 34 to remediate the issue quickly and with minimal disruption to the participating entity.

Key Features of Our VMS Options

The VMS serves as the backbone of CAI's MSP solutions, offering. We focus on transparency across the supply chain, involving client agencies in open discussion of workforce dynamics and communicating frequently and in detail with suppliers to enable them to provide their best-available candidates. We leverage an industry-leading VMS to enable automation – and transparency – across the supply chain; for many of our clients, this includes integrating with their internal time and attendance (T&A) or enterprise resource planning (ERP) systems such as SAP. From a high level, a VMS helps provide:

- Configurable Workflows and Role-Based Dashboards: Tailored to meet the unique requirements of Sourcewell Participating Entities.
- Time and Expense Management: Real-time tracking, validation, and integration with external systems such as SAP Payroll/ESS and agency-specific platforms.
- Advanced Reporting: Standard reports and custom reporting capabilities, with options for ad hoc queries and automated scheduling.
- Compliance and Governance: Built-in workflows for background checks, drug screening, and credential tracking, aligned with Sourcewell's procurement standards.

These are all functions available to each of the VMS outlined in Table 4, question 44. It's important to note that CAI is technology agnostic and will leverage a system that will meet the needs of each specific participating entity.

Information Technology Staff Augmentation Services
CAI is a national leader in the staff augmentation and contingent IT labor industries, with a proven track record of successfully providing these services to public sector clients across the country. We bring experience, knowledge, proven tools, and talent to our clients. In 2025 our Talent Acquisition (TA) Team placed more than 911 individuals in 2025, with 518 of those being in the US public sector, and 98 of which were international. Our well-established recruiting process has been crafted and refined over the past 40+ years to deliver quality candidates that match or exceed client requirements.

At CAI, we take immense pride in our commitment to excellence, particularly when it comes to staffing contracts. In many contracts where we are the sole provider, we boast a stellar track record of 100% response and 100% placement rates—a testament to our dedicated service and understanding of client needs. However, when we consider the broader spectrum of multi-vendor competitive contracts, our statistics continue to reflect our strong performance with an average response rate of 141% and an average placement rate of 67%. The reason our response rate notably exceeds 100% is because we are dedicated to offering our clients a robust selection of qualified candidates and will often respond to a given request with multiple qualified candidates for review. We believe in empowering our clients with the freedom to examine and select the candidate that best aligns with their specific requirements if they so choose, ensuring satisfaction and the perfect fit for the role.

CAI's staff augmentation methodology emphasizes:
1) Talent Sourcing and Candidate Sourcing: Based on the identified organizational needs and the needs for each Staffing Requisition, CAI has a large database of verified candidates and active candidates. As needed, CAI may advertise the roles through TA technology with our partnerships from companies such as Phenom and Appcast and by reaching out to potential candidates in our existing database. CAI's recruiting process is coordinated by seasoned recruiters using the latest applicant tracking solutions which serve to expedite and coordinate activities.
2) Candidate Screening and Evaluation: All potential candidates will be carefully screened to assess their competencies, soft skills, and overall fit for the roles. This will involve reviewing their resumes, comparing skills to role requirements, conducting interviews, evaluating the candidate's fit within the culture, and potentially, assessments performed by CAI subject matter experts (SMEs).
3) Candidate Submission and Feedback: CAI will present a shortlist of vetted candidates to Sourcewell, providing detailed profiles that include each candidate's skills, experience, and fit for the role. CAI may facilitate interviews or other selection processes, as required. If the submitted candidate(s) do not meet required needs, we will schedule a debriefing conference to better understand what participating entities need and then refine the sourcing process
4) Selection and Onboarding: Participating entities will identify the

candidates to be selected and onboarded. CAI will ensure that the candidates understand their roles and responsibilities and specific expectations. Once a candidate is selected, CAI assists with onboarding, ensuring the candidate has the necessary access, tools, and information to start contributing quickly. CAI will also work to integrate the new staff into their assigned Team role, facilitating introductions, team-building activities, and setting clear expectations.
5) Transition and Offboarding: When a project or assignment is complete, or staffing need is ended, CAI will facilitate a smooth transition, ensuring knowledge transfer (KT) and minimal disruption. The offboarding process will also involve collecting feedback on the resource for potential future engagements.

A high-level image of our staff augmentation process can be found as Attachment 05 – Graphics Book, Figure 13, Staff Augmentation Workflow. This process is detailed below:

1) Initial Contact. CAI receives a position service request, which includes a description of duties and minimum qualifications. For initial requests, and if the Hiring Manager has any questions, we encourage them to contact the Account Manager to discuss the task order prior to submittal. This involves an interactive discussion on the most appropriate job classification, especially when multiple classifications may be suitable for the work at hand. The Account Manager can help advise on creating a clear and complete job description.
2) Search. CAI reviews the service request and creates an internal request for the TA team, who will search for the most qualified candidates within CAI, and if necessary, initiate the recruiting process described below to search for resources from our candidate pool and vendor network.
If the need arises to recruit externally, we will call upon our team of dedicated recruiters who understand the nuances of each facet of technology that CAI supports and how to ensure the proper skillsets are procured for the respective role. As an IT company, we house a lot of IT talent that we leverage. Our recruiters have the further benefit of being able to work with our SMEs to support procurement activities, which adds value through further qualification of an individual's skills and experience.

We work closely with our customers to remain abreast of ongoing requirements and to proactively prepare for upcoming needs. When our customer releases a specific staffing requirement, we may schedule an intake call to discuss it with them to clarify any ambiguity before opening the service request internally. This would be a discussion on job description and experience levels related to the staffing requirement. The service request is now ready for our TA team to source viable candidates.

We present two options below for Candidate Sourcing. While they are presented in a sequential order, the two options run in parallel to ensure that we find the best quality candidates with quick turnaround to meet submission targets.

Our first source of candidates to fulfill customer needs is our existing workforce. We have a view of fully utilized and partially utilized staff, and of those who will be finishing their tasks on projects that are near completion. If skills, needs, and experience match, and the team member has availability, we will fill positions with existing technical staff.

Our second option is to hire technical resources to fulfill our customers' needs. Our recruiters are well trained and skilled professionals with access to a large pool of candidates. They utilize a variety of techniques to attract and hire professional, technically competent candidates. We utilize traditional recruiting tools such as our internal applicant tracking system, job boards, LinkedIn, social media, and networking to attract candidates to our business. Creativity, innovation, and responsiveness to market shifts are essential in identifying high quality talent.

Identifying the 'right' candidates includes several steps, all managed through a well-established integrated recruiting system that coordinates our many resources within a common workflow.

At the onset of the recruiting process, our recruiters review the position description to ensure that all required information is available.

If there is additional information that is needed, they will reach out to the Account Management team to obtain this information.

Our TA team participates in a Continuous Contact program with candidates. The concept behind the program is to stay connected with candidates, understanding any changes in their status, so that when an opportunity arises that is right for that person, we can quickly make a match. Continuous contact can be in the form of email, text, and/or telephone calls.

In recent years, many clients have modified their requirements for onsite support, allowing the ability to work remotely; this has meant that we can source candidates from a broader geographic area and can fill positions with U.S.-based remote staff when circumstances allow. We mention this only to demonstrate our more tactical approach to staffing. However, CAI will staff in accordance with any participating agencies' requirements.

As part of our Candidate Sourcing, we maintain a pipeline of commonly requested IT roles, allowing us to respond more quickly to staffing requests. Building the pipeline utilizes the same processes as our Candidate Sourcing process but focuses more on recurring needs for high-demand IT roles. We customize our Candidate Pipeline as needed based on customer needs and demand.
3) Validate. CAI identifies potential candidates and validates their qualifications, including credentials and references, based on the specifics of the task order and established skills and criteria. Qualification/validation processes are outlined further in question 77 below.
4) Present. CAI presents our short-list of qualified candidate resumes.
5) Review. The participating entity reviews candidates, engaging with CAI for any clarifications or requests for additional candidates. The participating entity notifies CAI of their interest in engaging our candidate(s).
6) Onboard. After approval from the participating entity, CAI notifies the candidate(s) of their selection and completes the required background checks, screenings, and required paperwork, including signed confidentiality agreement(s).
CAI checks educational and employment history, as well as credentials, work authorization such as proof of citizenship, or valid work permit. We also conduct additional checks based on client requirements. We use the commercial service Global Human Resources Research (GHHR) to execute drug testing, reference checks, and similar screenings. A list of our standard background checks can be found in Attachment 05 – Graphics Book, Figure 14 – Standard Background Checks.
7) Start Work. Candidate has completed all necessary paperwork, received applicable training and credentials, and is ready to begin their assignment.
In past projects, we've seen the successful implementation of various technical and procedural staffing innovations that could be leveraged to meet the diverse needs of the participating entities utilizing the Sourcewell contract. These include:

- Scalable Hiring Processes: A repeatable hiring model that has been utilized effectively screens and places qualified individuals into roles within a diverse range of environments, ensuring a match between the technical requirements and the candidates' skill sets.
- Flexible Staffing Models: By not being constrained by geography, we can identify and provide the best resources regardless of their location. Teams can be situated with the client, at development centers, or even offshore, providing great flexibility in staffing.
- Advanced Recruiting Technology: Utilizing leading-edge applications such as Phenom People integrated with Salesforce and Workday to create one cohesive and seamless experience for candidates from application through to hire, enabling speed to market for our recruiting team and hiring managers.
- Integrated Recruiting Systems: Using integrated systems, the coordination of resources within a common workflow has improved the efficiency of candidate pipeline management, allowing for rapid response to client staffing needs.
- Consolidated Procurement for Contingent IT Labor: Transitioning from decentralized to consolidated procurement processes for contingent IT labor allows for quicker acquisition of necessary skills.

76	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	CAI's solution encompasses a comprehensive range of workforce and staffing services designed to meet the diverse needs of Sourcewell's participating entities. The following subcategories best describe our products and services and are provided as examples; this list is not exhaustive: - Temporary Staffing Services – Skilled professionals for short-term assignments across multiple disciplines. - Contingent Workforce Solutions – Flexible staffing options to support project-based and seasonal needs. - IT Contingent Labor Services – On-demand IT resources for critical projects and operational support. - Contingent Labor – General contingent labor solutions for diverse roles and industries. - IT Consultants – Specialized IT expertise for strategic initiatives and technology implementations. - Temporary Labor – Short-term labor resources for immediate operational requirements. - IT Staff Augmentation – Experienced IT talent to supplement internal teams and accelerate delivery. - Recruitment Services – Comprehensive sourcing and placement solutions for hard-to-fill positions. - Workforce Services and Solutions – End-to-end workforce management strategies tailored to organizational goals. - MSP – Centralized program management for contingent labor, ensuring compliance and cost efficiency. - VMS – Technology platform for automated tracking, reporting, and compliance oversight. These examples represent the core categories of CAI's offering; additional related services may be available to meet specific requirements of Sourcewell participating entities. CAI remains committed to tailoring solutions to meet evolving workforce needs beyond these categories.
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.	Candidate Qualification and Role Alignment We prioritize delivering high-quality candidates who meet or exceed the expectations of our clients. Our candidate management process is designed to ensure the highest level of service delivery by systematically addressing four key priorities: 1. Qualification: Candidates are rigorously screened to ensure alignment with role requirements and agency needs. 2. Authorization: Legal and compliance requirements are validated prior to placement to ensure eligibility. 3. Availability: Proactive scheduling and adherence to SLAs ensure candidates are placed on time. 4. Organizational Fit: Cultural alignment and post-placement monitoring ensure candidates thrive within the agency environment. 1) Qualification for the role. Each agency initiates a requisition (described in Table 7A, question 75) that includes a detailed job description, required skillsets, and performance expectations. Our account managers work closely with Agency hiring managers to confirm the role's requirements, clarify mandatory vs. optional qualifications, and refine expectations. MSP For our MSP offering, qualification begins with effective supplier management. We will manage the supplier network for the life of the contract. This is a key aspect of our MSP service in order to retain relevant, high-performing vendors and ensure continuous supplier compliance. We know from experience that effective communications with the supplier network is a critical success factor in successfully providing quality resources. Scoring our suppliers ensures that we emphasize suppliers giving us qualified resources. This process is further outlined in Table 7A, question 75. When a supplier submits a candidate, they include resumes, certifications, supporting documents, etc. which are reviewed for compliance with the requisition's requirements. Account Managers are responsible for verifying candidates' technical skills and expertise against the job description. This process includes: • Verification of relevant certifications, licenses, degrees, etc. • Evaluation of professional experience relative to the role requirements • Optional technical assessment or pre-screens for highly specialized roles

In addition to the technical qualifications, we assess candidates for communication skills adaptability, and alignment with organizational culture. Senior account managers conduct personal interviews to certify that candidates possess the interpersonal capabilities necessary for the role. This is discussed at length above under the “qualify” step of the MSP workflow process discussed in Table 7A, question 75 previously.

Staff Augmentation
In our staff augmentation capacity, CAI’s recruiting methodology is based on identifying, screening, interviewing, and placing specialized personnel. We look internally throughout our organization first, and externally through our recruiting network and processes. A consistent and thorough candidate qualification process is vital to the success of every placement. To assist with an appropriate employment match, CAI recruiters diligently screen each submitted prospective candidate. They initially screen candidates through a video interview to ensure that they understand what CAI and participating entities are looking for, and that the candidate is willing to meet the high level of performance that our clients expect from CAI associates. Based on the specifics of the service request and established skills and abilities criteria, the CAI TA team will determine whether the candidate is viable.

When conducting interviews, the recruiters assess the following:
- Current technical skills and experience
- Professionalism
- Customer service and interpersonal skills
- Understanding of the industry
- Communication skills
- Geographic preference
- Salary requirements
- Availability

If there is a good potential match, the TA team invites the candidate for a personal interview with a technical manager capable of assessing the quality of the candidate’s answers to technical questions. If there continues to be interest on the part of both CAI and the candidate, as required, technical candidates will take an online skills test to confirm that they can perform at the level required by the placement. *

We use SMEs from various CAI technical teams across our organization for the technical assessment, when needed. We will inquire about the specifics of the role presented by the hiring manager, ask any technical questions needed, and drill into details with the candidate. We may ask the candidate to present experience or respond to scenarios so that we can fully understand their capability and limitations. These may also include a skill assessment test as relevant for the position. We document the results of the screenings and provide detailed feedback to the hiring manager on completion.

We select the most qualified candidate(s) from the screening process and present the resume(s) for review, interview, and approval.

2) Authorization to Work
For both our MSP offering and our Staff Augmentation capabilities; all of our candidates meet legal and compliance requirements. This is fundamental to maintaining the integrity of the program.

All suppliers must demonstrate compliance with the E-Verify program to confirm candidates’ legal authorization to work in the U.S. Candidates undergo rigorous background checks tailored to agency-specific requirements. Typical background check and screening processes are outlined in Attachment 05 – Graphics Book, Figure 14 – Standard Background Checks. We routinely add additional screening requirements based on specific client needs and can adjust for each participating agency as required.

Before submission, candidates sign a Right to Represent (RTR) form affirming their consent to be submitted for the specific role. This is to ensure transparency, and it prevents conflicts between the supplier and agency. For engagements exceeding 12 months, suppliers are required to renew these compliance items.

		Work Authorization Verification and Compliance The responsibility for verifying work authorization is clearly defined and systematically managed through a collaborative approach involving suppliers, CAI, and agency oversight. Each party plays a specific role in maintaining compliance and ensuring candidates meet all legal and regulatory requirements prior to placement. CAI ensures accountability and transparency by maintaining detailed records of all work authorization documentation within the VMS. This system provides: • Role-Based Access: Agencies, suppliers, and CAI staff have access to relevant compliance documentation based on their roles. • Audit Trails: Every action related to work authorization verification is logged, including submission, review, and approval timestamps. • Reporting Capabilities: The MSP generates compliance reports to track the status of work authorization documentation across all active engagements. These reports are shared with the Contract Administrator quarterly to ensure program-wide compliance. 3) Availability and Timely Placement For both our MSP offering and our Staff Augmentation capabilities; our account managers ensure candidates are consistently available and place within the timeline designated by the agency. Agencies are encouraged to identify interview timeframes upon submitting requisitions, which allows for prompt coordination interviews to minimize delays. During screening, the account manager confirms the candidates' availability for the requested start date and validates their ability to fulfill the full duration of the engagement. Our team adheres to strict SLAs for placement. Candidates are screened and submitted for review within an agreed upon number of business days of requisition release. Interviews are coordinated swiftly after, with onboarding and placement occurring within an agreed upon number of days after selection. 4) Ensuring Organizational Fit For both our MSP offering and our Staff Augmentation capabilities; Matching candidates to organizational culture is essential to ensuring success within the client environment. We work closely with hiring managers to refine the job descriptions and clarify job expectations to ensure a successful hire. Senior account managers who conduct the interviews are assessing cultural alignment and communication skills, alongside matching their skills to the job's necessities. Once a candidate begins their assignment, we conduct regular check-ins with the client to monitor performance and integration. If a candidate is not meeting expectations within the initial evaluation period (typically 10 business days), we work swiftly to resolve these issues. In cases where a replacement is necessary, we ensure a smooth transition with minimal disruption to client operations.
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.	Process for Ensuring Candidates Have Required Equipment CAI employs a structured, collaborative process to ensure candidates receive the proprietary or organization-specific equipment necessary to perform their roles effectively. This process emphasizes security, transparency, and timely delivery, particularly for remote engagements. Asset management, which includes access to the hardware and software necessary for contingent workers to complete their assignment, is typically managed by the participating entity with CAI acting as a facilitator to confirm the worker has everything they need to start working on day one. The participating entity typically has teams in place that manage access to those necessary assets to ensure their security requirements are met. When detailing the differences between CAI's MSP and staff augmentation offerings, there is much overlap. While our MSP would approach equipment provisioning with a focus on program-wide standardization and consistency across multiple suppliers and participating entities, ensuring all equipment-related processes align with established SLAs and compliance requirements. The MSP model emphasizes centralized tracking, auditability, and scalability, providing a uniform framework for managing equipment needs across diverse engagements. The overall process of aligning resources is similar between our MSP and Staff Augmentation capabilities, with a few differences. These are noted below: Pre-Engagement Planning

- During requisition creation, CAI works closely with hiring managers to define all equipment requirements, including proprietary systems, hardware, and software.
- These requirements are documented and communicated to suppliers and/or candidates during submission, ensuring full transparency.
- In this planning stage, it is determined whether this equipment will be supplied by the participating entity or if it should be provided by the supplier.
- When placed through MSP services, the participating entity typically provides the equipment for the contracted staff.
- In staff augmentation efforts, typically CAI will provide the equipment and access to CAI systems for the contracted staff, when appropriate.

Equipment Preparation
- Equipment is configured, secured, and imaged according to participating entity standards before deployment.
- Security measures include data encryption, multi-factor authentication, and compliance with organizational IT policies.
- Depending upon the asset management procedures of the participating entity, CAI will assist with the configuration and deployment, or the participating entity will handle it themselves completely.
- All preparation steps are logged auditability.
- For placements made via the MSP process, CAI is able to configure the VMS to notify the participating entity's asset management team when a new worker is selected and is being onboarded which can trigger them to begin their internal asset management processes.
- For CAI provided equipment in our staff augmentation services, we track our equipment in ServiceNow's Asset Management module. This allows us to track the full equipment lifecycle, including machine setup and disposal.

Delivery and Onboarding
- CAI coordinates with agency representatives to confirm inventory availability and arrange secure delivery—via courier, in-person pickup, or direct shipment for remote workers.
- Virtual onboarding sessions, step-by-step guides, and video tutorials ensure candidates can connect to networks, access systems, and test functionality.
- Training materials are provided for proprietary tools and systems.

Remote Work Support
- Participating Entity Supplied Assets
- The worker will work directly with the participating entity's asset management team for any issues and follow their procedures.
- CAI Supplied Assets
- For remote candidates, CAI leverages its robust infrastructure and helpdesk services (phone, email, chat) to provide real-time troubleshooting and software updates. If equipment requires repair or replacement, CAI expedites resolutions in collaboration with suppliers and agencies to minimize downtime.

Tracking and Compliance
- The VMS can be configured to track all issued equipment, including provisioning, returns, and replacements.
- Compliance checks ensure adherence to security protocols and organizational standards.
- Audit trails and reporting provide transparency for Sourcewell and participating entities.

End-of-Assignment
- CAI ensures the return of all equipment at assignment completion, ensuring proper decommissioning and secure data handling.

CAI's equipment provisioning process combines planning, security, and proactive support to ensure candidates are fully equipped and operational from Day One, whether onsite or remote. By leveraging technology, clear accountability, and responsive helpdesk services in partnership with the participating entity, we minimize disruptions and maintain compliance throughout the engagement lifecycle.

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 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.	At proposal submission, we have 17 active MSP programs and one MSP implementation in progress. Over the current calendar year, we have served 519 public sector entities in these 17 states. Some of the contracts include administrative/clerical positions as well as light industrial and medical staffing. In point of fact, more than 90% of the requisitions are for IT staff. Almost all of our key personnel have participated in supporting one or more of these MSP contracts, discussed in their individual bios. CAI is pleased to provide references for the following clients. The narrative below summarizes the various programs and their relevance to the RFP. COMMONWEALTH OF VIRGINIA IT CONTINGENT LABOR 1) $254.2M (2024), $224.4M (2023) 2) CAI has served as the statewide MSP for Virginia's IT Contingent Labor (ITCL) continuously since 2006, with two successful recompetes. The contract is managed by the Virginia IT Agency (VITA). The current contract expires in 2026, with extensions possible through 2031. 3) The program currently has 53 job titles in eight major categories: - Applications (20) - Data Management (6) - Governance (2) - IT Management (7) - IT Security (4) - Project Management (3) - AI and Robotics (2) - Infrastructure (9) The program allows for up to four skill levels, e.g., "Junior," "Mid-Level," etc.; these result in a total of 163 discrete labor categories across the program. This is primarily an IT contract, but the program also includes ancillary job titles such as Public Safety Consultant and IT Purchasing Analyst. At proposal submission, CAI has 1,312 IT resources on active assignment at 53 public-sector entities and 87 deliverables-based SOWs in progress. INDIANA DEPARTMENT OF ADMINISTRATION 1) $113.5M (2024), $84.5M (2023) 2) CAI has served as MSP for the State of Indiana since 2022. 3) The Indiana program encompasses full workforce management for both IT and non-IT positions. In point of fact, IT staffing and SOWs comprise approximately 75% of the work. The Indiana Department of Administration (IDOA) contract includes 41 IT-specific labor categories, each with varying skill levels. It also includes a large number of medical positions, such as nurse practitioner, occupational therapist, and dental assistant. It includes trade positions, such as warehouse foreman, food service worker, and barber/beautician. It also includes professional positions, such as tax analyst and legal assistant. The State utilizes the contract for a wide variety of temporary staffing positions. To support the contract, we maintain a large and diverse network of suppliers, screened for their ability to provide different types of labor and related services. At proposal submission, we have 649 individuals on assignment across the state and 79 active SOWs. The contract has also resulted in an increase in the usage of the State Earn and Learn (SEAL) program for Indiana to a headcount of 51 at proposal submission. The SEAL program, managed through the Indiana Office of Technology (IOT), engages new hires in a program of work-based learning. IOT's SEAL program provides its associates with practical skills and certifications that will support public sector IT, while putting Hoosiers to work in a highly needed, highly meaningful area of growing economic value. SEAL participants can come from all walks of life, including those who are seeking a mid-career skill shift. STATE OF IOWA 1) $42.9M (2024) 2) We enrolled the State of Iowa as a state-level participant in the Sourcewell program in 2017. 3) Our rate card includes 379 unique non-IT job titles grouped into 44 functional areas within seven labor categories. Additionally, we have 63 unique job titles in IT roles grouped into 11 functional areas. Both IT and non-IT categories include an Exception job title, which allows for procuring resources with skills or rates that are outside of the established rate card.

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.	CAI has extensive experience working with educational institutions at various levels, including state education agencies, local education authorities, and higher education institutions. Since 1999, CAI has supported state education agencies in Florida, Louisiana, Minnesota, New York, and Pennsylvania, providing services such as system enhancements for student enrollment and management systems. We have worked closely with numerous local school districts across the U.S., including Chicago Public Schools, Baltimore County Public Schools, and Richmond Public Schools, offering strategic planning, business analysis, project management, and technological improvements to enhance educational systems. In the higher education sector, CAI has supported 65 colleges and universities, including major clients such as Virginia State University, the University of Virginia, and the University of Iowa through our MSP programs with a current total over 1,000 contingent workers. Their work has focused on enhancing student enrollment systems and implementing features like account creation, student addition, and application submission functionalities. Many state-wide MSP programs are accessed via higher education entities within that state which have led to significant cost savings and efficient placement of contingent workers when needed. CAI's successful collaborations with state departments, school districts, and higher education institutions highlight our expertise in delivering technology solutions that improve educational systems and their commitment to driving success at all levels of education. Below are three examples of education sector clients we have supported through the Sourcewell Contract: UNIVERSITY OF IOWA HOSPITALS (LARGE) 1) $430K (2025), $604K (2024), $52K (2023) 2) We have been providing IT staff to the University of Iowa Hospital system since 2018. 3) We provided Project Managers, IT Strategists, Infrastructure Architects, Applications Architects, ERP Developers, and Business Analysts to the University of Iowa Hospital System. UNIVERSITY OF ARKANSAS FOR MEDICAL SERVICES (SMALL) 1) $250K (2025), $238K (2024), $158K (2023) 2) We have been providing services to UAMS since 2022. 3) We provide a Database Administrator to UAMS. GETTYSBURG COLLEGE (AVERAGE) 1) $261K (2022), $23K (2023) 2) We provided IT Staff to Gettysburg College from 2019 to 2023. 3) We provided Application Technical Specialists and Applications Architects to Gettysburg College.
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.	CAI currently operates a VMS to serve the existing Sourcewell contract today through VectorVMS. However, we wish to reiterate that we are technology agnostic and are capable of working with many of the industry-leading VMS today, as outlined previously in question 44. We wish to stress that if a participating entity should wish to use their own system, we are capable of doing so and have done so in the past. We are constantly assessing VMS to ensure we are bringing the best of breed to our MSP programs. Currently, we mandate that any VMS we are operating be SaaS based. This ensures compliance with the latest security components, up-time guarantees, and more. Any VMS, including the ones we currently use, will provide the following key functions: l Manage all resource requests via a standardized, role-based, end-to-end digital workflow l Support agency-specific approval paths, configurable program controls, and policy-driven automation l Enforce RTR requirements, background check confirmations, PO-hour limits, and rate integrity l Offer real-time visibility into submissions, placements, active engagements, PO balances, pending hours, and remaining budget. l Provide comprehensive reporting capabilities filtered by agency, requisitioner, resource, and supplier. l Ensure full audit trails, secure hosting on AWS, SOC2 Type 2 controls, and alignment with participating entity hosting requirements. l Support all agencies, suppliers, and resources with an intuitive, user-friendly interface All of our approved VMS also manage the entire staff augmentation

lifecycle through integrated workflows, summarized in the table below. Every action is logged with timestamps, user ID, and audit detail.

- Requisition Creation – Agency users can initiate requests using pre-configured job titles and skill categories
- Approval Routing – Multi-level approvals are configuration for each agency, department, and/or bureau.
- Supplier Distribution - Can broadcast requisitions to suppliers based on their tier and the type of requisitions, i.e., some providers specialize in specific technologies.
- Candidate Submission - Suppliers upload resumes, RTR forms, and required compliance documents.
- Evaluation and Interviewing - Hiring managers review profiles, schedule interviews, and select candidates.
- Engagement Management - Start dates, end dates, extensions, reassignments, and terminations are tracked.
- Timesheet and Expense Capture - Workers submit time and expenses; managers approve within defined controls.
- Offboarding – Stored workflows guide equipment return, access removal, and final billing.

As we are not proposing any specific VMS, we will instead respond to the specific queries of this question in the light of our current VMS, VectorVMS. Please note, however, that any VMS system CAI will utilize will have the same functionality at a minimum:

REQUISITION MANAGEMENT (E.G., REQUEST CREATION, APPROVAL WORKFLOWS)
Our system streamlines Requisition Management by providing tools to create, post, and manage requisitions efficiently. Hiring managers can define detailed job requirements, including skills, qualifications, and equipment needs, while suppliers can submit candidate proposals directly through the platform. The system supports automated workflows for requisition approvals, real-time tracking of submissions, and collaboration between stakeholders. Agency users can initiate requests using pre-configured job titles and skill categories. Additionally, VectorVMS enables reporting and analytics to monitor requisition activity, ensuring transparency, compliance, and alignment with organizational goals.

CANDIDATE MANAGEMENT (E.G., SUBMISSION, SCREENING, SELECTION TRACKING)
Our VMS enhances Candidate Management by providing tools to streamline the submission, evaluation, and onboarding of candidates. Suppliers can submit candidates directly into the system, where hiring managers can review profiles, track progress, and schedule interviews. The platform supports automated workflows for candidate approvals and facilitates communication between suppliers and clients. Additionally, VectorVMS enables tracking of candidate performance metrics, ensuring alignment with requisition requirements and organizational standards, while also simplifying onboarding processes for successful placements.

TIME AND EXPENSE TRACKING (E.G., APPROVALS, COMPLIANCE CONTROLS)
VectorVMS simplifies Time and Expense Tracking by offering tools for employees to log hours and expenses directly in the system, ensuring accurate and efficient reporting. It provides automated workflows for approvals, allowing managers to review and approve submissions quickly while ensuring compliance with organizational policies and contractual agreements. The platform includes built-in controls to enforce compliance, such as tracking billable hours, expense limits, and audit trails, helping organizations maintain transparency and minimize errors in payroll and invoicing processes.
enforces strict financial governance.

It tracks POs by number, line-item budgets, remaining hours, and remaining monetary value in real-time. It prevents submission, approval, or invoicing of hours beyond approved PO limits. It generates alerts as the time/spend approaches PO limits. This prevents unauthorized spend and ensures compliance with all applicable policies.

We will collaborate with agencies to proactively identify POs reaching their limits and confer on next steps. This may include obtaining a change to the PO; it may involve arranging to release the resource.

INVOICING AND PAYMENT (E.G., INTEGRATION, RECONCILIATION, AUTOMATION)

VectorVMS streamlines Invoicing and Payment processes by automating the creation and reconciliation of invoices based on approved time and expense entries. The platform integrates seamlessly with payroll and financial systems, ensuring accurate payment processing and reducing manual effort. It supports real-time tracking of invoice status, reconciliation against contracts or budgets, and detailed reporting to maintain transparency and compliance. These capabilities improve efficiency and accuracy across the invoicing and payment lifecycle.

It also enforces strict financial governance. It tracks POs by number, line-item budgets, remaining hours, and remaining monetary value in real-time. It prevents submission, approval, or invoicing of hours beyond approved PO limits. It generates alerts as the time/spend approaches PO limits. This prevents unauthorized spend and ensures compliance with all applicable policies.
We will collaborate with agencies to proactively identify POs reaching their limits and confer on next steps. This may include obtaining a change to the PO; it may involve arranging to release the resource.

REPORTING AND ANALYTICS (E.G., DASHBOARDS, KPIS, DATA EXPORTS)
The VMS is a fully searchable repository of BI on the MSP program. It offers robust Reporting and Analytics capabilities, providing customizable dashboards to visualize real-time data and track key performance indicators (KPIs) across requisitions, candidate management, and workforce performance. Users can generate detailed reports on spend, supplier performance, time tracking, and compliance metrics, with options to export data for further analysis or integration with external systems. These tools enable organizations to make data-driven decisions, identify trends, and optimize their contingent workforce strategies.

Data is available online, real-time. Reports can be filtered by multiple dimensions, including but not limited to:
- Agency, Department, Bureau
- Hiring Manager
- Job Title / Skill Category
- Resource
- Subcontractor
- Assignment dates
- PO utilization

All data is available real-time. This includes
- Candidate status changes
- Supplier submissions
- Approvals
- Timesheets
- PO balances
- Spend dashboards

During transition, we will configure the VMS for recurring reports. The training curriculum also includes a module to enable agency users to create their own reports. Please note that data access is role-based. An agency user only has access to data for which they have been granted access, and within that particular agency. We will schedule recurring reports as needed. Commonly used reports include:
- Weekly timesheet compliance
- Monthly utilization and spend reports
- PO limit reports
- Quarterly SLA reports
- Supplier performance scorecards
- Vacancy reports
- Fill rate analytics

Reports can be exported as Microsoft Excel spreadsheets, portable document format (PDF) files, or common-separated values (CSV) files. During transition, we will identify reporting requirements and configure reports as needed.

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	1) CAI has provided Staff Augmentation services for the State of New Jersey since 2008 under multiple contracts, most recently as a participating addendum to the NASPO ValuePoint IT MSP contract. We helped the client set up the program in 2008 and have managed it since that time. 2) This contract with New Jersey allows for both staff augmentation resources as well as SOWs. For staff augmentation requisitions, we utilize a standard template to ensure quality control; we work with agencies to ensure requirements are clear and complete; and we serve as a vendor-neutral MSP in supplying resources. In some cases, we provide individual resources directly. We provide a monthly performance metrics tracking report (PMTR) to both OIT and to the State of Connecticut, which acts as master contract holder for ValuePoint. 3) The contract includes 80 specific labor categories, all IT-related. Several of them are technology-specific, such as PEGA Developer, SAP Specialist, COBOL Programmer, PeopleSoft Functional SME, etc. At proposal submission, we have 876 resources on assignment at 36 agencies across the state. Since 2008, we have filled 8,957 requisitions, an average of 559 per year. We have an active network of several hundred suppliers; at proposal submission, this includes 158 suppliers with active placements.
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	1) As mentioned above, CAI has served as the MSP for the State of New Jersey since 2008 under multiple contracts, which includes services provided in the education sector. 2) Under this contract, CAI provides a wide range of staffing solutions, from temporary to long-term. Of the 37 resources currently assigned in the education sector under this contract, 27 have been in place for more than a year. 3) Within the past 24 months, CAI has provided 37 assigned education sector resources for the State of New Jersey, with plans to continue to grow this number as needed. At proposal submission, we have another 21 resources looking to be filled. Roles include Project Manager, QA Analyst, Senior AWS Developer, Product Support Specialist, Help Desk Manager, Application Developer, Sr. Architect, and more.

Exceptions to Terms, Conditions, or Specifications Form

Only those Proposer Exceptions to Terms, Conditions, or Specifications that have been accepted by Sourcewell have been incorporated into the contract text.

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 - 01 - Responsiveness.zip - Thursday January 08, 2026 13:45:29
- Pricing - 02 - Pricing.xlsx - Thursday January 08, 2026 13:45:44
- Financial Strength and Stability - 03 - CAI Letter of Financial Representation.pdf - Thursday January 08, 2026 13:45:52
- Marketing Plan/Samples - 04 - Sourcewell CAI Marketing Plan.pdf - Thursday January 08, 2026 13:46:06
- WMBE/MBE/SBE or Related Certificates (optional)
- Standard Transaction Document Samples - 06 - Standard Transaction Document Samples.zip - Thursday January 08, 2026 13:46:19
- Requested Exceptions - 07 - Redlined Master Agreement.docx - Thursday January 08, 2026 13:46:30
- 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. - D. Abraham Hunter, President and CRO, Computer Aid, Inc.

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

○ **Yes** ◉ **No**

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

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

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_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