MASTER AGREEMENT #101425
CATEGORY: Laboratory and Toxicology Testing, Screening Services, and Related Solutions
SUPPLIER: Technical Resource Management, LLC dba Cordant Health Solutions

This Master Agreement (Agreement) is between Sourcewell, a Minnesota service cooperative located at 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Technical Resource Management, LLC dba Cordant Health Solutions, 5604 Fortune Circle South Drive, Suite N, Indianapolis, IN 46241 (Supplier).

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

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

Article 1:
General Terms

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

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

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

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

4) **Supplier Access.** The Included Solutions offered under this Agreement may be made available to any Participating Entity. Supplier understands that a Participating Entity's use of this Agreement is at the Participating Entity's sole convenience. Supplier will educate its sales and service forces about

Sourcewell eligibility requirements and required documentation. Supplier will be responsible for ensuring sales are with Participating Entities.

5) **Term.** This Agreement is effective upon the date of the final signature below. The term of this Agreement is four (4) years from the effective date. The Agreement expires at 11:59 P.M. Central Time on December 1, 2029, unless it is cancelled or extended as defined in this Agreement.

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

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

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

7) **Scope.** Supplier is awarded a Master Agreement to provide the solutions identified in (Solicitation #101425) to Participating Entities. In-scope solutions include:

   a) Criminal Justice, Legal, Corrections, Law Enforcement, and Behavioral Health Testing and Screening, such as:
      i) Toxicology testing, forensic and diagnostic screening, and DNA analysis of bodily fluids, tissues, or other biological specimens;
      ii) Court-admissible reporting, expert testimony, and compliance monitoring for individuals in probation, parole, diversion, or medication-assisted treatment (MAT) program.
   b) Employment-Related & Occupational Testing and Screening, such as:
      i) Laboratory-confirmed and point-of-collection (POCT) drug and alcohol testing (e.g., pre-employment, random, post-accident, DOT-compliant);
      ii) Background checks and identity verification that are in conjunction with solutions in b)i);
      iii) Occupational health assessments and regulatory exams.
   c) Products and services directly related to a) and b) above, such as test or sample kits and equipment, collection tools or devices, toxicology reagents, packaging, Medical Review Office (MRO) services, chain-of-custody systems and documentation tools, mobile or on-site sample collection, technology solutions, system integration, training, support, and implementation services.

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

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

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

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

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

13) **Supplier Representations:**

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

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

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

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

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

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

i) **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all agreements that meet the definition of "federally assisted construction contract" in 41

C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 C.F.R. § 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." The equal opportunity clause is incorporated herein by reference.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

xvii) CONFLICTS OF INTEREST. The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Agreement or any aspect related

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

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

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

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

Article 2:
Sourcewell and Supplier Obligations

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

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

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

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

3) **Authorized Representative.** Supplier will assign an Authorized Representative to Sourcewell for this Agreement and must provide prompt notice to Sourcewell if that person is changed. The Authorized Representative will be responsible for:
   - Maintenance and management of this Agreement;

- Timely response to all Sourcewell and Participating Entity inquiries; and
- Participation in reviews with Sourcewell.

Sourcewell's Authorized Representative is its Chief Procurement Officer.

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

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

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

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

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

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

8) **Fee Calculation.** Supplier's Administrative Fee payable to Sourcewell will be calculated as a stated percentage (listed in Supplier's Proposal) of all completed transactions utilizing this Master

Agreement within the preceding Reporting Period. For certain categories, a flat fee may be proposed. The Administrative Fee will be stated in Supplier's Proposal.

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

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

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

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

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

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

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

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

17) **Indemnification.** Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Agreement by the Supplier or its agents or employees; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in design, condition, or performance of Included Solutions under this Agreement. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

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

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

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

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

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

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

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

promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell's written directions.

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

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

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

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

b) **Certificates of Insurance.** Prior to execution of this Agreement, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Agreement. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or provided to in an alternative manner as directed by Sourcewell. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf. Failure of Supplier to maintain the required insurance and documentation may constitute a material breach.

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

d) **Waiver of Subrogation.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Agreement or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

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

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

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

Article 3:
Supplier Obligations to Participating Entities

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

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

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

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

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

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

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

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

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

Sourcewell	Technical Resource Management, LLC dba Cordant Health Solutions
Signed by: Jeremy Schwartz C0FD2A139D06489...	Signed by: Hank Hathaway 3005F754BFDC483...
By: _____	By: _____
Jeremy Schwartz	Hank Hathaway
Title: Chief Procurement Officer	Title: Chief Revenue Officer
Date: 12/2/2025 | 7:59 AM CST	Date: 12/1/2025 | 4:51 PM CST

RFP 101425 - Laboratory and Toxicology Testing, Screening Services, and Related Solutions

Vendor Details

Company Name:	Technical Resource Management LLC
Does your company conduct business under any other name? If yes, please state:	Cordant Health Solutions
Address:	5604 Fortune Circle South Drive Suite N Indianapolis, IN 46241
Contact:	Jordanna Chaille
Email:	rfp@cordanths.com
Phone:	800-348-4422
HST#:	352523383

Submission Details

Created On:	Tuesday August 26, 2025 10:42:32
Submitted On:	Tuesday October 14, 2025 13:09:16
Submitted By:	Jordanna Chaille
Email:	rfp@cordanths.com
Transaction #:	b74d7e1f-a1f9-4780-88ae-9f5e7d4765d5
Submitter's IP Address:	69.15.10.71

Specifications

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

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

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

Line Item	Question	Response *	
1	Provide the legal name of the Proposer authorized to submit this Proposal.	Technical Resource Management, LLC dba Cordant Health Solutions	*
2	In the event of award, is this entity the Responsible Supplier that will execute the master agreement with Sourcewell? Y or N.	Y	*
3	Identify all subsidiaries, D.B.A., authorized affiliates, and any other entity that will be responsible for offering and performing delivery of Solutions within this Proposal (i.e. Responsible Supplier(s) that will execute a master agreement with Sourcewell).	Technical Resource Management LLC dba Cordant Health Solutions	*
4	Provide your CAGE code or Unique Entity Identifier (SAM):	SAM Unique Entity Identifier: M7LXBCRXLL49	*
5	Provide your NAICS code applicable to Solutions proposed.	621511 Laboratory testing services	
6	Proposer Physical Address:	5604 Fortune Circle South Drive, Suite N, Indianapolis, IN 46241, serves as Cordant's primary physical address for operations and client services.	*
7	Proposer website address (or addresses):	www.cordantsolutions.com	*
8	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer):	Hank Hathaway Chief Revenue Officer 5604 Fortune Circle South Drive, Suite N, Indianapolis, IN 46241 hhathaway@cordanths.com 800-348-4422	*
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Hank Hathaway Chief Revenue Officer 5604 Fortune Circle South Drive, Suite N, Indianapolis, IN 46241 hhathaway@cordanths.com 801-580-9000	*
10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Amanda Gibbs Chief Operating Officer Phone: 928.440.6288 Email: agibbs@cordanths.com 5604 Fortune Circle South Drive, Suite N, Indianapolis, IN 46241	*

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

Line Item	Question	Response *	

11	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested Solutions.	Cordant Health Solutions has a distinguished and extensive history spanning more than three decades as a trusted leader in toxicology services. Since our inception, we have been committed to delivering high-quality, legally defensible drug testing solutions tailored to the needs of government, criminal justice, and treatment provider agencies nationwide. Cordant offers laboratory testing and drug testing monitoring tools that provide actionable insights to help improve outcomes and more effectively manage judicial monitoring programs, addiction recovery, and mental health services. Our Flagstaff, Arizona laboratory has been operational since 1994, and our Indianapolis, Indiana laboratory opened in 2021, both serving as high-volume, certified facilities that process thousands of specimens daily from all 50 states. These laboratories are equipped to handle a broad spectrum of drug testing, including urine and oral fluid specimens for common drugs of abuse as well as emerging designer substances, ensuring comprehensive coverage and accuracy. Cordant's core values center on integrity, innovation, and accountability. We prioritize regulatory compliance and uphold the highest standards of scientific rigor, as evidenced by our CAP-FDT and CLIA certifications, which guarantee the legal defensibility of our results. Our business philosophy is rooted in continuous improvement, efficiency, and cost containment, always striving to set new benchmarks for the industry. We are dedicated to supporting our clients with advanced drug testing management solutions, such as our proprietary Cordant Sentry™ platform, which streamlines operations and enhances program outcomes. Our longevity in the industry is demonstrated by our ability to manage government contracts of all sizes and our longstanding relationships with over 700 clients, including federal, state, and local agencies. Each year, we test more than 3.6 million specimens, with over 15,000 samples processed daily for criminal justice and treatment provider agencies. Our client base encompasses a wide array of government sectors, such as probation departments, drug courts, parole agencies, community corrections, pre-trial services, child protective services, and juvenile justice programs. This broad experience has enabled us to develop a deep understanding of the unique challenges faced by these agencies and to deliver solutions that improve public safety and client engagement. Cordant's reputation is built on our forensic-certified laboratories, cutting-edge technology, exceptional customer support, and a proven track record of serving agencies across the country. Our commitment to innovation and excellence positions us as a premier provider of drug testing solutions, ready to meet the evolving needs of our clients and the communities they serve. *
12	What are your company's expectations in the event of an award?	Sourcewell is essentially a nationwide "pre-bid" contract vehicle. If Cordant wins, you don't just serve one agency — you become a go-to vendor for thousands of potential agencies across the U.S. But Cordant should be prepared for national pricing consistency, reporting, administrative fees, and proactive marketing to actually realize the benefit. Cordant understands that a Sourcewell award establishes a cooperative purchasing contract available to government, education, and nonprofit members nationwide. In the event of an award, our expectations are to: Comply fully with contract requirements, including honoring established pricing, terms, and service levels across all participating member agencies. Provide regular reporting and remit administrative fees as required by Sourcewell to ensure transparency and accountability. Support participating members directly, including onboarding, contract education, and responsive customer service tailored to agencies of varying sizes and needs. Maintain service quality and scalability, ensuring laboratory capacity, chain-of-custody standards, turnaround times, and customer support infrastructure meet the needs of a national membership base. Collaborate with Sourcewell to promote utilization of the contract, recognizing that while Sourcewell provides national visibility, Cordant is responsible for proactive outreach and engagement with potential members. In summary, Cordant's expectation is to continue our proven track record of contract compliance, transparent reporting, and reliable service delivery while expanding the value of the Sourcewell cooperative contract to a broader member base. *

13	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.	We demonstrate our financial strength and stability through several key indicators. Cordant Health Solutions is a privately held, diversified company with strong equity and debt backing, enabling us to manage ongoing operations and pursue expansion opportunities. We generate revenues primarily from drug testing services, including specimen collections and laboratory-based drug testing, and have never had to turn away business due to capacity limitations. Our laboratories process approximately 4,000,000 specimens annually, with over 15,000 samples tested daily between our two high-throughput laboratories. Cordant was a division of Sterling Operating Company until April 2023 and is now owned by DCA Partners, a California-based private equity firm with a 20+ year track record. We confirm that we have the appropriate equipment, personnel, and financial resources to perform all services required under the Sourcewell contract. Cordant maintains we are prepared to provide financial statements upon request, with the understanding that these will be kept confidential as proprietary trade secrets. Additionally, we have not filed for bankruptcy or insolvency, nor have we undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors in the last five years. Cordant has attached confirmation of banking relationship letter and certificate of good standing for Delaware, the state in which the Company is incorporated in the document upload section.	*
14	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.	We do not have specific US market share data available for our proposed solutions. However, over the past three years, Cordant Health Solutions has served more than 700 government clients nationwide, including municipality, county, and state judicial departments such as drug courts, probation departments, parole departments, community corrections, pre-trial services, child protective services, and juvenile justice groups. Our laboratories process samples from all 50 states. We test approximately four million specimens per year, including over 15,000 specimens per day from criminal justice agencies and treatment providers nationwide. Cordant's client retention is demonstrated by several long-term relationships, with clients in states such as Indiana, Colorado, Texas, New Mexico, California, Michigan, Illinois, Oregon, and Washington, some of whom have been with Cordant for decades.	*
15	Tell us your Canadian market share for your proposed solutions. OR, provide the number of Canadian 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.	None.	*
16	Disclose all current and completed bankruptcy proceedings for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.	Cordant confirms that it has not, in the last seven (7) years, filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary. We will provide written notice to Sourcewell if we enter a bankruptcy proceeding at any time during the pendency of this RFP evaluation.	*

17	How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer the question that best applies to your organization, either a) or b). a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned? b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?	Cordant is best described as a service provider. Our organization delivers laboratory-based drug testing and related services directly to our clients. The individuals responsible for sales, service, laboratory operations, client support, and implementation are our employees, not those of a third party. We do not utilize a dealer network for the delivery of core services; all services are provided by Cordant Health Solutions staff. For specimen collection, we may employ our own Patient Service Centers, utilize Cordant-employed collection specialists, or, where appropriate, contract with third-party collection sites under direct agreement and oversight. However, the core laboratory testing, reporting, client support, and account management functions are performed exclusively by our employees. Cordant uses both FedEx and third-party courier services for delivery of specimens to the testing laboratory. Cordant maintains strong relationships with these vendors. US Postal Service mailers can be provided on request. Finally, Cordant offers instant drug testing supplies to our clients. We maintain very strong relationships with a well-known vendors located within the United States with Confirm Bioscience. Cordant is a distributor for Confirm Biosciences, a manufacturer of onsite drug tests. The company provides a wide array of tests designed specifically for forensic and clinical use, allowing Cordant to provide an array of solutions to government agencies. Confirm Biosciences products include urine drug test cups, urine drug test dip cards and saliva drug tests. All products provide easy to read results, and many products have a full validity testing panel included. All ordering and purchasing of instant drug testing supplies is provided via Cordant and does not require third-party vendor interaction with our customers. If any vendor’s services or products are deemed inadequate, immediate steps are taken to identify new partnerships.
18	If applicable, provide a detailed explanation outlining the licenses, accreditations, and certifications (e.g., SAMSHA, CLIA, PBSA) 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.	Laboratory Certification and Accreditation Cordant Health Solutions has successfully served as a Sourcewell incumbent provider for substance use testing services with our current laboratory certifications, consistently delivering legally defensible and reliable results that have fully met Sourcewell members program requirements. Current Certification Status Cordant's Flagstaff laboratory holds the College of American Pathologists accreditation for Forensic Drug Testing (CAP-FDT #6913001) and Clinical Laboratory Improvement Amendments licensure (CLIA #03D0936918) in Toxicology. These certifications are specifically designed for and widely recognized as the appropriate standards for forensic toxicology testing in criminal justice settings. Our Indianapolis laboratory maintains CLIA certification and is currently advancing through the CAP-FDT application process, with certification anticipated by EOY 2025. This dual-laboratory capability provides redundancy and expanded capacity to support the Sourcewell members program. SAMHSA Certification Clarification While Cordant's laboratories are not SAMHSA-certified, it is important to note that SAMHSA certification is specifically designed for and primarily applicable to federally mandated workplace drug testing programs, not criminal justice applications. The key distinctions are: Different Purpose and Standards: SAMHSA certification focuses on standardized employment drug testing with limited drug panels and cutoff levels that are not optimized for criminal justice monitoring. Proven Performance: As a current Sourcewell provider, Cordant's CAP-FDT certified laboratory has successfully processed thousands of specimens for the member criminal justice programs without any certification-related issues or legal challenges to results. Enhanced Capabilities: Our current certification framework allows for more comprehensive testing panels, lower detection thresholds, and testing for emerging substances that are often not included in standard SAMHSA panels. Criminal Justice Focus: CAP-FDT certification is specifically designed for forensic applications like criminal justice testing, with stringent chain-of-custody requirements and quality control processes that ensure legally defensible results. Comprehensive Certifications

		Our Flagstaff laboratory maintains an extensive portfolio of certifications and licenses demonstrating our commitment to quality: College of American Pathologists FDT, #6913001 CMS CLIA Certificate of Compliance, #03D0936918 DEA Controlled Substances Registration Certificate, #RN0210954 California Department of Public Health Clinical Laboratory License COS, #00800145 Maryland Office of Health Care Quality Medical Laboratory Permit, #956 New York State Department of Health Clinical Laboratory Permit, #8345 Pennsylvania Department of Health Clinical Laboratory Permit, #27246A By working with industry partners including Clinical Reference Laboratory (CRL) and Omega Laboratories, Cordant supports specific aspects of our service delivery to Sourcewell members. CRL conducts DOT testing and provides MRO services and Omega conducts hair sample testing. While these subcontractors enhance our service capabilities, Cordant recognizes that it is our responsibility to ensure compliance, quality, and seamless program execution. Clinical Reference Laboratory (CRL) - CRL is a SAMHSA certified laboratory that was originally founded as Enzyme Technologies in 1979 with a focus on clinical research and development. The name was changed to Clinical Reference Laboratory in 1983 when the company began to offer commercial lab testing. Today, CRL is one of the largest privately held clinical testing laboratories in the U.S., performing hundreds of thousands of tests every day for clients large and small. Their staff works around-the-clock to process and report results seven days a week. CRL's clients include insurers, employers, healthcare providers and their patients, colleges and universities, as well as federal, state, and local government agencies who are served through a broad array of corporate and personal wellness programs, drugs of abuse testing programs, insurance risk assessment, and molecular diagnostics testing. CRL utilizes FormFox, a leading provider of ECCF and electronic workflow solutions to provide integrated solutions for workplace drugs of abuse testing, occupational health testing, and clinical lab testing services. CRL's industry-leading turnaround times and state-of-the-art equipment and technology, paired with FormFox's data management and digital workflow solutions, seamlessly connect all participants. CRL offers significant expertise in employment testing, with a comprehensive offering of both DOT testing and non-regulated testing solutions and robust MRO services to support these programs.	
19	Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.	We have not been subject to any debarments or suspensions within the past seven years. Should our status change at any time during the pendency of this RFP evaluation, we will provide written notice to Sourcewell as required.	*
20	Describe any relevant industry awards or recognition that your company has received in the past five years.	For the last quarter century, Cordant has continuously maintained its CAP-FDT accreditation in our Flagstaff laboratory since first becoming accredited in September 2000. Cordant has successfully met the stringent standards for CAP accreditation since September 2000 and is one of only 35 laboratories in the U.S. with accreditation for forensic drug testing (CAP FDT). Additionally, Cordant's Flagstaff laboratory has held licensure from Clinical Laboratory Improvement Amendments (CLIA) in Toxicology since first becoming accredited in September 2000. Cordant's Indianapolis laboratory also has also maintained CLIA certification since it's opening in 2021.	*
21	What percentage of your sales are to the governmental sector in the past three years?	Approximately 70% of our sales have been in the governmental sector over the last three years.	*
22	What percentage of your sales are to the education sector in the past three years?	Less than 5% of our sales have been to the education sector in the past three years.	*
23	List all state, cooperative purchasing agreements that you hold. What is the annual sales volume for each of these agreement over the past three years?	Cordant was awarded as a vendor on the Minnesota Multi-state Contracting Alliance for Pharmacy (MMCAP) with a planned go live date of November 1, 2025. Additionally, Cordant holds an agreement with League of Oregon Cities starting April 2025, with no annual sales volume to date. Summary of Cordant Client Base As illustrated in the current client list below, Cordant has an impressive footprint that includes considerable experience throughout the country. Some clients have been with Cordant since 2001. Indiana Criminal Justice Agencies – Cordant has been providing drug testing services	

		throughout the state of IN since 2013. This includes multiple agencies including probation departments, treatment providers and the Indiana Department of Child Services (IN DCS). For the IN DCS we provide statewide services via an extensive collection site network, operation and management of a mobile collections team as well as referral management through our proprietary Referral Management Program. All of our Indiana criminal justice customers are utilizing our Sentry program, with full randomization and drug monitoring. Cordant provides laboratory testing of more than 28,000 specimens a month for our Indiana customers. Criminal Justice Agencies in Colorado – Cordant has a significant footprint in the State of Colorado, serving a sizable number of municipal departments, county agencies, and state agencies. Our services have had a significant impact on agencies throughout the state. Nearly all of these agencies utilize Sentry. Sentry's capabilities for connecting the supervising agency, the collection sites, treatment providers and individual participants have enabled these agencies to significantly improve their drug testing programs. Cordant receives and tests almost 100,000 specimens per month from the State of Colorado. Several of our Colorado clients have been with us since 2004. Cordant holds the statewide Judiciary drug testing contract for the state of Colorado. Texas Criminal Justice Agencies – Cordant serves several criminal justice agencies in Texas, including county probation, children's court divisions, and treatment providers. Cordant also works closely with collection sites throughout Texas to test nearly 40,000 samples a month. Both the collection sites and government agencies are utilizing Sentry for specimen collections and case management. These agencies are also using Sentry's call-in randomization feature, which has had a significant impact on their programs. Many of these Texas programs have been with us since 2015. New Mexico Statewide Drug Testing, Criminal Justice and Youth and Family Services – Cordant serves several governmental agencies in New Mexico, including probation, parole, community corrections, and child, youth and family department. Cordant has been providing testing in the state since 2014. We test nearly 6,000 samples a month for our New Mexico clients. Cordant also participates in a state program which employs military veterans at the third-party collection sites. Cordant also holds a statewide drug testing contract that enables us to serve government agencies throughout the state. Arizona Government Agencies – Cordant serves numerous criminal justice and county programs in Arizona, providing testing of nearly 4,200 specimens per month. Several of these agencies have been with Cordant since 2005. Clients include county and statewide court systems, adult and juvenile probation departments and screening companies. For many of these agencies, we test both urine and oral fluid, offering up to 40 different panels to choose from to ensure case managers have the appropriate results. Results are provided according to the agency's preference, with methods including secure fax, our secure web portal, interfaces with case management programs (including the State APETS system), and Sentry. Government Agencies in the Pacific Northwest – Cordant has been the drug testing service provider for the Department of Children and Family Services in Washington since 2010. We provide collection services to this statewide agency through a network of over 100 third-party collection sites and four Cordant operated Patient Service Centers. Nearly 2,000 samples per month are collected and tested for this client. In addition to the client described above, Cordant is the preferred provider for drug testing services for many municipal, county and state agencies in the State of Washington. Further, Cordant provides drug testing services, collection services, and drug testing case management services via Cordant Sentry™ to many treatment providers in Washington and Oregon. In total, Cordant processes over 15,000 samples per month from criminal justice agencies and addiction treatment providers in Washington and Oregon. Probation and Health & Human Services Departments in California – Cordant provides drug testing services, collection services via Laboratory Collection Specialists, and Sentry to several agencies in the State of California. Over 15,000 specimens per month are received and tested for these clients. Cordant has been serving several of its California clients since 2001. Michigan Governmental Clients – Cordant has been working with clients in the state of MI since 2016, providing laboratory testing for a large number of third-party collection sites throughout the state. Cordant provides laboratory testing of nearly 13,000 drug screens per month from local criminal justice/court collection sites and county, state and municipal agencies. Illinois Criminal Justice, Social Service and Treatment Agencies – Cordant has been providing drug testing services for government and treatment agencies in Illinois since 2016, including collection services at several agency offices. This experience includes billing different Illinois-based insurances/payors for participants that are going through court mandated or self-admitted treatment programs. Over 4,600 samples per month are testing from these clients.	*
24	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	None.	*

Table 2B: References/Testimonials

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

Entity Name *	Contact Name *	Phone Number *	
Denton County Juvenile Probation	David Lenington	940-349-2437 Dave.lenington@dentoncounty.gov	*
Hamilton County Alternative Sentencing (Felony. Misdemeanor, Pretrial)	Justin Strand	423-209-8611 justins@hamiltontn.gov	*
Connecticut Judicial Branch	Brian DeLude	860-368-3836 brian.delude@jud.ct.gov	*
Whatcom County Probation	Jake Wiebusch	360-778-5462 jwiebusc@co.whatcom.wa.us	
Hendricks County Drug Court	Betsy Schuler	317-718-6183 bschuler@co.hendricks.in.us	

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

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

Line Item	Question	Response *	
26	Sales force (see directions above).	Nationwide Capability to Serve Sourcewell Participating Entities Cordant Health Solutions maintains comprehensive nationwide infrastructure specifically designed to serve the diverse needs of Sourcewell participating entities across all 50 states. Our integrated network of sales professionals, service delivery teams, laboratory operations, and field support personnel ensures consistent, high-quality toxicology services regardless of geographic location or program size. Sales Network Structure and Staffing Dedicated Sourcewell Sales Team Our sales organization includes a dedicated sales team with at least three full-time equivalents (FTEs) assigned responsibility for the Sourcewell program and partnership development. These sales professionals are direct employees of Cordant Health Solutions—not third-party contractors or independent representatives—ensuring they possess deep product knowledge, direct access to internal resources, and accountability to Cordant's service standards. Primary Sourcewell Sales Team Responsibilities: Serving as the primary point of contact for prospective Sourcewell participating entities Conducting needs assessments and solution design consultations Developing customized proposals that address entity-specific requirements Coordinating onboarding and implementation for new Sourcewell members Maintaining ongoing relationships with existing Sourcewell clients Collaborating with the Sourcewell Supplier Development team on contract optimization and strategic initiatives Cordant's sales team meets quarterly with Sourcewell supplier executives to strategize sales initiatives, share market insights, and coordinate outreach plans to maximize program success. Broader Sales Force Engagement Our entire national sales force receives comprehensive training on the Sourcewell contract to ensure proper handling of inquiries, accurate pricing guidance, and seamless support when participating entities engage through various channels. This widespread knowledge ensures that: Any Cordant sales representative can provide initial Sourcewell contract information Regional sales staff can support Sourcewell entities in their territories Participating entities receive consistent messaging regardless of entry point Sales staff across all sectors understand Sourcewell compliance requirements and contract terms Sales Team Composition: Chief Revenue Officer: Focused on new market development and strategic partnerships while supporting Sourcewell entities Account Executives: Field-based sales professionals who engage directly with criminal justice agencies, treatment providers, and government entities Account Managers: Phone and virtual-based sales support providing rapid response to inquiries and proposal development All sales personnel are direct Cordant employees, ensuring unified training, consistent brand representation, and direct accountability to organizational standards.	

		Sourcewell Program Governance To maintain excellence in our Sourcewell partnership, we conduct quarterly team meetings bringing together our sales staff and the Sourcewell Development team. These strategic alignment sessions focus on: Contract performance review and optimization opportunities New product and service feature rollouts applicable to Sourcewell entities Participating entity feedback and service improvement initiatives Training updates on contract terms, pricing structures, and compliance requirements Best practice sharing from successful Sourcewell implementations Strategic planning for expanded Sourcewell member engagement This regular cadence ensures our entire organization remains aligned with Sourcewell objectives and continuously improves our ability to serve participating entities. Intentional Sales and Service Integration Cordant has designed intentional overlap between sales and service functions, recognizing that the most successful client relationships require seamless collaboration across the entire organization. This integrated approach manifests in several ways: Sales as Ongoing Consultants Our sales team members do not "hand off" clients after contract execution—they remain engaged as strategic consultants throughout the relationship: Participating in quarterly business reviews alongside account managers Providing consultation when entities consider program expansions or modifications Serving as escalation resources for complex service challenges Introducing new capabilities or testing innovations relevant to entity needs Service Teams with Sales Awareness Our service delivery teams are trained to identify expansion opportunities and unmet needs: Account managers recognize when additional services could enhance program outcomes Client Services staff identify operational pain points that new solutions could address Implementation teams gather insights during onboarding that inform future sales strategies Unified Communication and CRM Systems All client interactions—whether sales or service-oriented—are documented in unified customer relationship management (CRM) systems, ensuring: Complete visibility into entity history and preferences Coordinated communication preventing duplicate or conflicting outreach Seamless transitions between sales and service team members Data-driven insights into entity satisfaction and retention Cross-Functional Training Sales and service teams participate in joint training sessions covering: Product capabilities and technical specifications Common implementation challenges and solutions Client success stories and best practices Regulatory changes affecting testing programs Quality and compliance standards This cross-training ensures both teams speak a common language and can support entities holistically. Commitment to Sourcewell Partnership Excellence Cordant Health Solutions views our Sourcewell partnership as a strategic priority requiring dedicated resources, intentional integration, and continuous improvement. Our comprehensive nationwide capability—anchored by direct employees, intentional sales-service collaboration, and robust operational infrastructure—ensures participating entities receive exceptional service that supports their mission-critical programs. We are fully prepared to serve Sourcewell participating entities of all sizes, across all US locations, with the same commitment to quality, responsiveness, and partnership excellence that defines the Cordant brand.	*
27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	Cordant does not utilize a network of authorized sellers, dealers, distributors, or resellers; all solutions are delivered directly to clients through Cordant's centralized operations and service teams. In some instances, Cordant will work with a network of third-party collection agencies based on regional demand.	*
28	Service force (see directions above).	Cordant's service force is comprised of specialized teams and key personnel with defined roles and responsibilities to provide comprehensive laboratory testing and specimen collection services. Our executive oversight team manages all services performed under contract, including resource allocation and project-related functions. Senior level toxicologists oversee the analytical process, review data, provide expert witness testimony, and develop new testing protocols. Laboratory and facilities management staff ensure quality assurance, equipment maintenance, and process improvements. Client service and Sentry implementation teams	

assist customers with test ordering, supplies, account setups, and electronic systems access, supporting criminal justice and treatment clients nearly 100% of the time. Laboratory staff maintain chain-of-custody, process specimens, and undergo extensive training, with certifying scientists holding at least a bachelor's degree in life science. Account management delivers drug overview seminars, statistical reports, and ensures service delivery. Our billing and reimbursement team handles account setup, billing, and stays abreast of coding guidelines. The information technology team manages IT functions, security, infrastructure, and client system interfaces. Cordant provides laboratory testing services nationally, with collection specialists working at agency locations across the U.S. and the ability to open dedicated Patient Service Centers as needed.

Service Delivery Network and Operations
Comprehensive Service Team Structure

Cordant's service delivery infrastructure consists of multiple specialized teams—all staffed by direct Cordant employees—working collaboratively to ensure seamless support throughout the client lifecycle:

Account Management Team

Our dedicated account managers serve as strategic partners to Sourcewell participating entities, providing:

Single point of contact for all program needs and escalations
Proactive program performance monitoring and optimization recommendations
Regular business reviews examining testing volumes, turnaround times, and compliance metrics
Custom reporting and data analytics support
Strategic consultation on program expansion or modification

Staffing: Account managers are assigned based on entity location, size, testing volume, and program complexity, ensuring appropriate attention and responsiveness.

Account Set-Up and Implementation Team

This specialized team manages the onboarding process for new Sourcewell participating entities, including:

Initial needs assessment and system configuration planning
Cordant Sentry platform setup and customization
User account creation and access provisioning
Testing panel configuration aligned with entity protocols
Chain of custody form customization and supply ordering
Collection site coordination and establishment
Integration with entity systems (when applicable)
Training delivery for staff on Sentry platform, collection procedures, and reporting access

Staffing: Implementation specialists guide entities through structured onboarding timelines, typically completing full implementation within 2-4 weeks depending on program complexity.

Client Services Team

Our customer support team provides ongoing operational support, addressing:

Daily operational questions and troubleshooting
Sentry platform technical support and user assistance
Collection site coordination and scheduling
Supply ordering and logistics support
Results interpretation guidance
Chain of custody documentation support
Urgent service requests and expedited processing needs

Staffing: Client Services operates with extended business hours to accommodate entities across multiple time zones, with dedicated support personnel available via phone, email, and secure messaging.

Client Billing Team

Our billing specialists ensure transparent, accurate financial management:

Monthly invoice generation with detailed line-item reporting
Payment processing and reconciliation
Sub-account configuration for multi-program entities
Custom billing reports supporting grant requirements or internal cost allocation
Billing inquiry resolution and account adjustments
Payment plan coordination (when applicable)

Staffing: Billing team members work directly with entity financial staff to ensure invoicing aligns with budgeting cycles, procurement requirements, and payment processes.

Field Operations and Collection Network

		Beyond our internal service teams, Cordant maintains field operations personnel who oversee Patient Service Centers and collection site quality: Field Operations Managers: Regional oversight of collection site operations, quality assurance, and staff performance National Field Operations Director: Executive leadership ensuring consistency and excellence across all collection locations Collection Site Staff: Trained specimen collectors conducting observed collections at Patient Service Centers and entity-designated locations All field operations personnel are direct Cordant employees, ensuring consistent training, quality standards, and accountability.	
29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	Cordant Health Solutions has designed a streamlined, fully integrated ordering process that eliminates third-party intermediaries and provides Sourcewell participating entities with direct access to our systems, personnel, and support resources. All ordering functions are handled directly by Cordant—we do not utilize distributors, dealers, or other third parties for order processing or fulfillment. This direct model ensures faster response times, consistent service quality, complete transparency, and simplified accountability. Implementation and System Configuration During implementation, Cordant's in-house team works directly with each participating entity to establish customized configurations: Technical Setup: -Custom drug testing panels aligned with entity protocols and pre-approved options -Cordant's IT Manager collaborates with the entity's IT Manager to enable seamless data exchange -Data formats configured for invoicing, test codes, panels, and chain of custody forms -Master accounts and sub-accounts created in our Laboratory Information Management System (LIMS), billing system, and Sentry platform -User accounts generated with role-based access permissions -Results reporting criteria customized to entity preferences and delivery methods All configuration is performed by Cordant employees—implementation specialists, IT professionals, and laboratory operations staff—ensuring expertise and direct accountability. Electronic Test Ordering Through Cordant Sentry Participating entities order drug testing services conveniently through Cordant Sentry's secure online portal: On-Demand Ordering: Staff log into Sentry, select the client, and choose from pre-configured testing panels Orders transmit instantly to our LIMS Clients receive automated notification to report for collection Chain of custody forms generate automatically with pre-populated demographics Automated Scheduling: Sentry's randomization engine generates testing schedules based on entity-defined parameters IVR system notifies clients when it's their day to test No manual order entry required—system manages scheduling automatically Staff maintain real-time visibility into compliance status Integrated Workflow: Sentry interfaces directly with our LIMS and billing systems, creating a closed-loop process: Order placed through Sentry → 2. Automatically populates in LIMS → 3. Specimen tested → 4. Results reported to Sentry portal → 5. Transaction data flows to billing system → 6. Charges appear on monthly invoice This integration eliminates manual data entry errors, prevents billing discrepancies, and ensures invoice charges precisely match services delivered. Supply and Product Ordering Participating entities order laboratory supplies and rapid testing devices directly from Cordant's Client Services team: Ordering Channels: Email: clientservices@cordanths.com or customersupport@cordanths.com Telephone: 800.348.4422 (toll-free) Fax: 800.813.2404 Available Supplies: Chain of custody forms, specimen collection vials and kits, specimen bags, shipping supplies, and rapid/instant testing devices Fulfillment Process:	*

		Order reference number provided upon placement All orders ship via FedEx within 5-7 business days Tracking numbers available upon request Rapid testing products invoiced at time of order; standard supplies per service agreement terms Direct Fulfillment Advantages Our direct model—without distributors or intermediaries—provides: Faster response without routing through third-party approval processes Consistent quality through direct control over fulfillment standards Simplified communication with Cordant employees who have complete account access Pricing transparency eliminating distributor markup layers Direct accountability for immediate issue resolution Unified support with the same Client Services team handling both test results and supply orders Training and Transition Support Recognizing that system transitions require careful change management, Cordant provides: Multi-Session Training: System overview and navigation Test ordering and client management with hands-on practice Results access and interpretation Advanced features including randomization and analytics Role-Based Approach: Training tailored to administrators, case managers, billing staff, and collection personnel based on their specific responsibilities Delivery Options: Live virtual sessions, on-site training (when preferred), recorded modules for future reference, written user guides, and test environment access for practice Ongoing Support: Dedicated go-live support during initial weeks Scheduled office hours for Q&A Refresher training for new staff 24/7 Client Services access via phone, email, and secure messaging Comprehensive documentation including user manuals, video tutorials, and quick reference guides Our goal is ensuring all staff feel fully confident in the ordering process and understand their accountability for proper system use. Summary Cordant's direct ordering model eliminates complexity and intermediaries, providing Sourcewell participating entities with a single point of contact, integrated systems operated by our employees, and comprehensive support. Whether ordering tests electronically through Sentry or requesting supplies via Client Services, entities experience consistent, efficient, and transparent processes designed to minimize administrative burden and support their mission-critical programs.	

30	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.	Customer Service and Issue Resolution Program Cordant Health Solutions is committed to delivering responsive, knowledgeable, and results-oriented client support. Our customer service and issue-resolution framework is designed to ensure fast response times, proactive communication, and complete transparency throughout the service process. Client Support Our dedicated Client Services team supports more than 1,000 calls per week, maintaining industry-leading response times—90% of calls are answered in under 30 seconds. The team provides assistance across logistics, supply management, billing, reporting, and technology support. Each representative is extensively trained by Cordant's scientists, toxicologists, and laboratory leaders to ensure familiarity with current drug testing trends, methodologies, and products specific to criminal justice and treatment programs. Clients can reach our support team Monday through Friday, 8:30 a.m. – 6:00 p.m. EST at 800-348-4422 or via customersupport@cordanths.com. Inquiries are typically acknowledged and addressed the same business day, reflecting our commitment to prompt, reliable assistance and issue resolution. Issue-Resolution Process Cordant follows a defined, five-step process to ensure every client concern is handled quickly and completely: Issue Intake: Client submits a request via phone, email, or account manager. Acknowledgment: Client receives confirmation of receipt—typically within one day during business hours. Assessment & Assignment: The issue is logged and routed to the appropriate department (operations, laboratory, IT, or billing). Resolution: Most operational or reporting issues are resolved within 24–48 hours, with updates provided throughout the process. Follow-Up: Account Managers confirm closure and identify any preventive actions to avoid recurrence. Laboratory Testing Turnaround and Responsiveness Cordant prides itself on industry-leading laboratory turnaround times: Negative screen results: Reported within 24–48 hours of specimen receipt. Confirmed positives for common substances: Delivered within 48–96 hours, with the majority of confirmations completed within 48 hours (excluding weekends and holidays). Add-on or confirmation requests: Typically completed within 72–96 hours of receipt. Specialty tests: Completed within 5–7 business days. Accountability and Continuous Improvement Service performance metrics—such as turnaround time, issue resolution rates, and client satisfaction—are tracked monthly and reviewed with leadership. These metrics are tied to employee performance goals, ensuring accountability and continuous improvement across all service areas. Through clearly defined procedures, measurable response-time commitments, and a highly trained support team, Cordant provides Sourcewell participating entities with consistent, dependable service and swift issue resolution.

31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	Cordant has both the capacity and commitment to provide comprehensive drug testing services to Sourcewell participating entities nationwide. Our laboratory network—anchored by our CLIA- and CAP-FDT–accredited facility in Flagstaff, AZ, and our CLIA-certified Indianapolis, IN headquarters—supports clients across all 50 states. Specimens are securely shipped to our laboratories, where we deliver accurate, timely, and defensible results. We maintain an extensive network of trained collection specialists who perform services at agency locations throughout the country and can establish dedicated Patient Service Centers as needed to meet local demand. Cordant currently serves more than 700 government clients nationwide, including state, county, and municipal agencies, as well as behavioral health and treatment centers. Our proven track record demonstrates our ability to adapt to the unique operational and compliance requirements of each participating entity. To continuously enhance service delivery, Cordant invests heavily in operational capacity and innovation. Our laboratories have expanded instrumentation, increased staffing coverage across multiple shifts, and optimized workflows to ensure faster turnaround times and higher throughput. We also provide robust online ordering, result management, and reporting systems, enabling efficient communication and program oversight for every Sourcewell partner. Cordant stands ready to support Sourcewell participating entities with scalable, data-driven toxicology solutions backed by operational excellence and a collaborative service approach.	*
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	We do not currently provide our products and services to Sourcewell participating entities in Canada.	*
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	Cordant currently serves all 50 states and intends to do so for this contract. We are not proposing services in Canada.	*
34	Identify any account type of Participating Entity which will not have full access to your Solutions if awarded an agreement, and the reasoning for this.	None. There are no account types of Participating Entity that will be restricted from full access to our Solutions if awarded an agreement.	*
35	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	The pricing provided within the attached cost proposal includes shipping within the continental United States. Shipping to or from Hawaii, Alaska, and other US territories will be assessed separately for each client, based on testing volume and specific shipping location.	*
36	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes, Cordant will extend the terms of any awarded master agreement to nonprofit entities, subject to the terms and conditions of the agreement.	*

Table 4: Marketing Plan (100 Points)

Line Item	Question	Response *
37	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.	Cordant Health Solutions' marketing strategy for promoting this Sourcewell opportunity is built on a comprehensive, multi-channel approach that combines strategic thought leadership, targeted outreach to justice and behavioral health decision-makers, and collaborative partnership with Sourcewell's own marketing initiatives. Our strategy recognizes that Sourcewell participating entities face complex procurement decisions and require clear, credible information about how Cordant's solutions address their specific operational challenges, budget constraints, and outcome objectives. Strategic Marketing Framework Understanding Participating Entity Needs: Our marketing approach begins with deep understanding of participating entity priorities, pain points, and decision-making dynamics. We identify diverse decision-makers involved in toxicology service procurement—corrections administrators, probation directors, treatment program leaders, child welfare administrators, procurement officers, and financial decision-makers—each with distinct priorities and information needs. Through our extensive government agency experience, we understand key concerns driving procurement decisions: cost-effectiveness and budget predictability, legal defensibility and chain of custody integrity, rapid turnaround times enabling timely intervention, technology platforms reducing administrative burden, data analytics supporting evidence-based program evaluation, and vendor stability and long-term partnership reliability. Customer-Centric Messaging Strategy: Our marketing communications prioritize benefits before features, translating technical capabilities into tangible outcomes: - Not: "Cordant Sentry includes mathematical randomization algorithms" - But: "Eliminate client gaming of testing schedules, ensuring program integrity and fair supervision" - Not: "We offer LC-MS/MS confirmation testing" - But: "Legally defensible results that withstand courtroom scrutiny, protecting your agency from evidentiary challenges" - Not: "Our turnaround time is 48 hours for negative results"

- But: "Intervene while the testing event is still relevant—closing the gap between substance use and consequences when your response has maximum impact"

Multi-Channel Marketing Execution
Owned Media Platforms:

Leveraging Cordant's proprietary channels:
Website Optimization: Our dedicated Sourcewell landing page (included in Marketing Plan/Samples documents) features:
-Prominent Sourcewell branding and contract information
-Clear value propositions tailored to government procurement priorities
-Sector-specific benefit statements for criminal justice, behavioral health, and child welfare applications
-Direct contact forms and demo request functionality
-Links to detailed capability documents and case studies
-Testimonials from similar government agencies

Additional owned media includes:
-Sector-specific content hubs with case studies and outcome data
-Resource library with white papers, drug trend reports, and educational materials
-Client testimonials and success stories

Email Marketing Campaigns:
-Targeted email series reaching government procurement professionals (see sample email flyer templates in Marketing Plan/Samples documents)
-Educational newsletters addressing emerging trends and testing best practices
-Announcement campaigns for contract launches and service enhancements
-Personalized follow-up sequences for participating entities who engage with our content

Social Media Engagement:
Our social media strategy (see sample posts in Marketing Plan/Samples document) includes:
-LinkedIn: Professional content targeting decision-makers with industry insights, success stories, educational posts on toxicology topics, contract announcements, and engaging visual content highlighting Cordant's unique capabilities
-Social campaigns drive traffic to our Sourcewell landing page and generate awareness among government agency networks.

Direct Outreach and Relationship Marketing:
Proactive engagement with Sourcewell participating entities:
-Sourcewell sales team trained on contract terms and procurement processes
-Proactive outreach to current Cordant government clients informing them of Sourcewell contract continued availability
-Territory-based account executives contacting potential participating entities with customized sales materials (see samples in Marketing Plan/Samples document)
-Strategic meetings (virtual and in-person) with presentations tailored to each entity's specific challenges
-Sentry platform demonstrations and pilot program offers

Storytelling and Proof Points
Life Before and After Framework:
Before Cordant: Agencies struggling with unpredictable testing costs, manual spreadsheet-based tracking, delayed results preventing timely intervention, limited data for program evaluation, and vendor relationships lacking partnership orientation.

After Cordant: Predictable budgets through transparent pricing, automated compliance tracking freeing staff for client engagement, rapid results enabling immediate response, data-driven insights guiding evidence-based decisions, and a true partnership approach with responsive support.

Quantified Value Propositions:
Our marketing materials (see Marketing Plan/Samples document) include specific, measurable returns:
-Cost Savings: "Sentry's risk-based randomization reduces unnecessary testing of compliant clients by up to 30% while maintaining program integrity"
-Efficiency Gains: "Eliminate manual tracking—saving case managers an average of 5 hours per week for direct client engagement"
-Outcome Improvements: "Predictive analytics identify at-risk clients before violations occur, reducing technical violations by 25%"
-Revenue Generation: "Enable fee-based monitoring programs that support sustainable justice system operations"

Credible Proof Points:
-Long-Term Partnership Success: "Cordant has served Indiana Criminal Justice Agencies since 2013—a 12-year partnership demonstrating consistent service excellence"
-Year-Over-Year Growth: Our existing cooperative purchasing agreements demonstrate consistent contract utilization growth, with participating entity adoption increasing annually as awareness builds and satisfied clients refer peer agencies
-Client Satisfaction: Marketing materials feature testimonials, case studies, and outcome data from similar government agencies

Marketing Materials Portfolio

Comprehensive Marketing Collateral (Marketing Plan/Samples document):
Our representative marketing materials demonstrate the professional, government-focused approach we bring to Sourcewell promotion:

		1. Sourcewell Landing Page Mockup: Showcasing the dedicated web experience participating entities will encounter, featuring: 2. Sales Flyer: One-page overview designed for distribution at conferences, email attachments, and direct mail campaigns, highlighting: 3. Social Media Content Samples: Example posts demonstrating our approach across platforms: 4. News Release Sample: Professional press release template announcing: These materials represent the starting point for a comprehensive library that will be developed upon contract award, with consistent Sourcewell branding, messaging alignment, and design standards throughout all promotional content. Performance Measurement -We track marketing effectiveness through: -Website traffic to Sourcewell landing pages -Social media engagement and reach -Email campaign performance (open rates, click-through rates, conversions) -Lead generation and inquiry volume -Demo requests and consultation bookings -Contract execution rates from marketing-sourced leads -Year-over-year growth in participating entity utilization Data-driven insights continuously refine our approach, ensuring maximum effectiveness and ROI. Representative marketing materials demonstrating our comprehensive promotional approach are included in the documents section under Marketing Plan/Samples.	

38	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	Cordant leverages digital marketing technology and data analytics to ensure our promotional efforts reach the right decision-makers with relevant, timely messages. Our technology-driven approach focuses on measurable engagement, cost-effective targeting, and continuous optimization based on performance data. Marketing Technology Infrastructure HubSpot CRM and Marketing Automation: HubSpot serves as our integrated platform for all participating entity marketing and engagement: Customer Relationship Management: Complete database of government agency decision-makers across criminal justice, behavioral health, and child welfare sectors Comprehensive engagement tracking: website visits, email opens, content downloads, meeting attendance, and sales conversations Lead scoring algorithms prioritizing high-intent prospects for sales team follow-up Campaign attribution connecting marketing activities to contract executions On-Page Optimization: Our Sourcewell landing page (Marketing Plan/Samples) incorporates: Strategic keyword placement in page titles, headers, and meta descriptions Clear, benefit-focused content addressing government agency priorities Email Marketing Performance Tracking Data-Driven Email Optimization: Every email campaign (like those in Marketing Plan/Samples) generates actionable insights through HubSpot analytics: Key Metrics Monitored: Open Rates: Which subject lines resonate with government agency audiences Click-Through Rates: Which content topics, calls-to-action, and formats drive engagement Conversion Rates: How many email recipients take desired actions (demo requests, landing page visits, downloads) Unsubscribe Rates: Ensuring content remains relevant and valuable Deliverability Metrics: Maintaining sender reputation and inbox placement Demonstrated Marketing Effectiveness: Year-Over-Year Growth Our data-driven marketing approach using existing technology infrastructure delivers measurable results: Consistent Contract Utilization Growth: Our current cooperative purchasing agreements demonstrate year-over-year increases in participating entity adoption, validating the effectiveness of our HubSpot and LinkedIn-driven marketing strategy. Annual growth in participating entity utilization reflects successful awareness-building, value communication, and satisfied client referrals. Technology-Enabled, Cost-Effective Marketing Cordant's use of HubSpot and LinkedIn enables sophisticated, data-driven marketing without requiring extensive paid advertising budgets. By leveraging automation, analytics, personalization, and continuous optimization, we reach government decision-makers effectively, measure engagement accurately, and demonstrate consistent year-over-year growth in cooperative contract utilization—all while maintaining marketing efficiency and cost discipline that benefits Sourcewell participating entities through competitive pricing.
39	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreement into your sales process?	Cordant views Sourcewell as a strategic partner—not merely a contracting mechanism—whose active promotion of awarded agreements is essential to maximizing participating entity adoption and contract value. Effective cooperative purchasing requires collaboration between Sourcewell's trusted relationship with members and supplier expertise in delivering solutions. Our integration strategy leverages Sourcewell's unique strengths while ensuring seamless procurement experiences for participating entities. Sourcewell's Critical Role in Agreement Promotion Trusted Advisor and Educator: Sourcewell's most valuable role is serving as a trusted advisor to participating entities, leveraging long-standing relationships and procurement expertise that suppliers cannot replicate. Specifically, Sourcewell could continue the efforts in the following: Raise Awareness: Proactively communicate contract availability to members through options like newsletters, email campaigns, website features, and member events—ensuring entities know drug testing solutions are available through cooperative purchasing. Educate on Benefits: Explain how utilizing Sourcewell contracts simplifies procurement, ensures competitive pricing, satisfies cooperative purchasing requirements, and reduces administrative burden compared to independent RFP processes.

Provide Procurement Guidance: Assist participating entities in understanding how to properly utilize cooperative contracts, navigate their internal procurement requirements, and document compliance with purchasing policies.

Amplify Success Stories: Share case studies and testimonials from participating entities successfully using Cordant's services through Sourcewell.

Monitor Satisfaction: Gather feedback from participating entities about their experience with Cordant, sharing insights that help us improve service delivery and address any concerns proactively.

Integrating Sourcewell Contract into Cordant's Sales Process

Cordant will integrate the Sourcewell-awarded agreement into every stage of our sales process, ensuring participating entities understand the procurement advantage and our sales team effectively leverages the contract:

Stage 1: Prospecting and Lead Generation

- Sales Team Training: All Cordant sales representatives receive comprehensive training on:

- Lead Identification: Our CRM system identifies prospects that are Sourcewell members, flagging them for prioritized outreach and Sourcewell-specific messaging.

- Initial Outreach: First contact with Sourcewell participating entities explicitly mentions contract availability and directs them to our dedicated Sourcewell landing page (Marketing Plan/Samples)

Stage 2: Discovery and Needs Assessment

Qualification Questions: Sales conversations include questions about procurement processes:

- "Are you familiar with utilizing Sourcewell cooperative contracts?"
- "What procurement challenges have you faced with previous vendors?"

Procurement Consultation: Sales representatives explain how Sourcewell contract simplifies procurement, using talking points aligned with our marketing materials:

- Competitive pricing already established through rigorous RFP process
- Contract terms negotiated to protect participating entity interests
- Legal and financial review already completed by Sourcewell

Internal Stakeholder Alignment: We help prospects identify and engage internal stakeholders (procurement officers, legal counsel, finance) who need to approve cooperative purchasing utilization —providing our sales flyer and landing page link (Documents-Marketing Plan/Samples) as leave-behind materials.

Stage 3: Solution Presentation and Proposal

Sourcewell process: Sourcewell proposals participating entities:

- Reference Sourcewell's competitive procurement process
- Provide clear instructions for contract utilization

Stage 4: Contracting and Implementation

Streamlined Contract Execution: Sales team guides participating entities through simple contract activation

Stage 5: Account Management and Expansion

Success Story Development: Satisfied participating entities are invited to contribute testimonials and case studies that Sourcewell can share with other members—potentially resulting in news releases using our template (Documents- Marketing Plan/Samples) and social media recognition.

Ongoing Promotion: We continue promoting contract success.

Collaboration and Communication with Sourcewell

Regular Partnership Meetings:

Cordant commits to continue quarterly meetings with Sourcewell Supplier Development team to:

Review contract utilization and growth trends
Discuss marketing effectiveness

		Share participating entity feedback and satisfaction insights Address any service delivery or compliance concerns Measuring Integration Success Key Performance Indicators: Sourcewell Contract Utilization Rate: Percentage of sales opportunities involving Sourcewell members that convert through cooperative contract vs. independent procurement Marketing Effectiveness: Traffic to Sourcewell landing page, conversion rates, social media engagement, email campaign performance, sales flyer distribution and feedback Member Satisfaction: Feedback from participating entities about ease of Sourcewell contract utilization Year-Over-Year Growth: Annual increase in participating entities utilizing Sourcewell contract—our track record with other cooperative agreements demonstrates consistent growth Continuous Improvement: Based on these metrics and feedback from both participating entities and Sourcewell, we continuously refine our integration approach and marketing materials—ensuring the Sourcewell contract is genuinely simplifying procurement and delivering value.	
40	Are your Solutions available through an e-procurement or e-Commerce ordering process? If so, describe your system(s) and provide one (1) example how governmental and educational customers have used them.	Yes, Cordant's solutions are available through sophisticated electronic procurement and ordering systems that streamline the purchasing process for government customers. Our technology infrastructure supports multiple e-procurement pathways, eliminating paper-based requisitions, reducing administrative burden, and providing complete transparency throughout the ordering, service delivery, and invoicing lifecycle. Cordant Sentry™: Integrated E-Procurement Platform Cordant Sentry™ serves as our primary electronic ordering system (featured prominently in our marketing materials including our Sourcewell landing page and sales flyer in Marketing Plan/Samples), providing participating entities with a comprehensive web-based platform for test ordering, specimen tracking, results access, and billing management—all integrated into a single, intuitive interface. E-Procurement Capabilities: Electronic Test Ordering: Authorized users log into Sentry's secure portal from any internet-connected device Pre-configured testing panels appear based on entity-approved options and user role-based permissions Staff select the donor requiring testing and appropriate panel with a few clicks Orders transmit instantly to Cordant's Laboratory Information Management System (LIMS) Electronic confirmation provided immediately with unique order number for tracking Real-Time Order Status Tracking: Participating entities view order status at every stage: ordered, specimen collected, received at laboratory, in process, results available Transparency eliminates phone calls asking "where is my result?" Estimated completion times provided based on current laboratory processing volumes Automated Notifications: Email or system alerts notify authorized personnel when results are available Urgent results (positive findings requiring immediate attention) trigger priority notifications Scheduled reminders for upcoming testing requirements or missed appointments Electronic Results Delivery: Results accessible through Sentry portal immediately upon laboratory release PDF report generation for printing or electronic record storage Batch result downloads for multiple clients Integrated Billing and Payment: Each test order automatically generates billing transaction Monthly electronic invoices accessible through Sentry billing portal Line-item detail linking each charge to specific client and test order Electronic payment processing through secure payment gateway Historical invoice archive for audit and budgeting purposes	*

Table 5A: Value-Added Attributes (100 Points, applies to Table 5A and 5B)

Line Item	Question	Response *	
41	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities.	Comprehensive Training as a Core Service Commitment Cordant Health Solutions views training not as an optional add-on, but as an essential component of service delivery that ensures participating entities maximize the value of our toxicology solutions. Our comprehensive training programs are designed to build confidence, competence, and independence	

	Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	among entity staff—empowering them to leverage Cordant's technology platform, interpret results accurately, maintain collection quality, and optimize program outcomes. The vast majority of our training programs are provided at no additional cost as standard elements of our service. All training is delivered by Cordant direct employees—subject matter experts from our implementation, laboratory, field operations, IT, and client services teams—ensuring consistent quality, deep product knowledge, and direct accountability. We are committed to ensuring Sourcewell participating entities are always well-equipped with the knowledge and tools necessary to achieve their program objectives. Cordant Sentry Platform Training Comprehensive Sentry Training (Standard - No Cost) Cordant provides ongoing training for our online drug testing management application, Cordant Sentry™, to ensure participating entity staff maintain an in-depth understanding of how to use the system and leverage its key features. Training is available as needed throughout the partnership—not just during initial implementation. Core Training Topics Include: -System Navigation and Access -Personal Settings and Preferences -Group Management -Donor/Client Management -Supervisor Functionality -Advanced Features Training Delivery and Resources -Live Training Sessions: Ongoing training is provided via live web conference at no additional charge, allowing interactive participation, real-time questions, and screen sharing demonstrations. Training sessions are scheduled flexibly to accommodate entity staff availability and can be customized to address specific learning needs. -In-Person Training: When preferred, in-person training sessions can be scheduled at entity facilities for hands-on learning in the actual work environment. This is particularly valuable during initial implementation or when training large groups of staff simultaneously. -Quick Reference Guides: Cordant can create customized 1-2 page "quick reference guides" to support specific workflows. These guides are designed to help staff with ongoing efficient usage of the program and can be posted at workstations for easy access during daily operations. -Refresher Training: Periodic refresher training opportunities are available for existing users who want to strengthen skills, learn underutilized features, or stay current with system enhancements. -Who Delivers: Cordant Implementation Specialists, Account Managers, and Client Services Representatives—all direct Cordant employees with extensive Sentry expertise. General Toxicology Training & Trends Comprehensive Toxicology Education Beyond platform training, Cordant offers various ongoing training opportunities covering fundamental and advanced toxicology topics. These educational sessions ensure entity staff understand not just how to use our systems, but how to interpret results, understand substance use patterns, and make informed case management decisions. Initial Training Topics: Client Setup: Account configuration, user management, and system initialization Requisitions: Ordering tests, completing requisition forms, and panel selection Collections: Proper specimen collection procedures (when entity staff conduct collections) Basic Toxicology: Drug classes, detection windows, metabolism, and screening vs. confirmation testing Results Interpretation: Reading result reports, understanding positive/negative findings, and clinical significance Ongoing Training Topics Include: -Laboratory Operations and Quality -Chain of Custody and Documentation -Specimen Collection Protocol -Testing Methodologies		

-Specimen Validity Testing

-Advanced Result Interpretation

-Regional and Emerging Drug Trends

-Comparative Testing Education

-Result Review and Case Studies

-Myths vs. Facts

-Sentry Platform Features

Training Delivery Options

Live Web Conferences: Ongoing toxicology training is provided via live web conference at no additional charge, allowing interactive participation across multiple office locations simultaneously. Sessions typically run 60-90 minutes with dedicated time for Q&A.

In-Person Training: In-person training sessions can be scheduled when entities prefer face-to-face instruction or when training large groups. Topics and agenda are customized to entity needs. *

Customized Training: Training can be fully customized to address specific needs of each participating entity. Whether focusing on particular drug classes relevant to local trends, addressing specific interpretation challenges, or covering specialized testing applications, Cordant tailors content to maximize relevance and value.

Who Delivers: Cordant Laboratory Scientists, Toxicologists, Laboratory Director, and Clinical Consultants provide toxicology education.

Self-Directed Learning Resources (Standard - No Cost)

Video Library: Participating entities have continued access to Cordant's Video Library on our website, offering educational videos on:

Common training topics
Emerging drug trends
Testing methodology explanations
Results interpretation guidance
Collection best practices

Videos are available 24/7 for staff to access on-demand, supporting flexible learning schedules and enabling training for night/weekend staff.

Drug Education Resource Library: Our online Drug Education Resource Library provides:

Drug fact sheets covering substances of abuse
Information on drug effects, risks, and detection
Educational content on emerging substances
Reference materials for client education

These resources are valuable tools supporting our ongoing commitment to keeping entity teams well-informed and current on substance use trends and testing science.

Specimen Collection Training
Comprehensive Collection Training (Standard - No Cost)

Cordant offers ongoing comprehensive training for specimen collections, covering all specimen types for which Cordant provides testing. Proper collection technique is foundational to accurate, legally defensible results, and we invest significantly in ensuring entity staff (when conducting collections) maintain the highest quality standards.

Training Topics Include:

-Complete and Proper Collection Procedures:

-Urine Specimen Collection: Observed collection protocols, direct observation techniques, privacy considerations, gender-specific requirements
-Oral Fluid Collection: Quantisal device usage, proper swab placement and timing, specimen adequacy verification

-Requisition Process

-Observed Collections

-Preventing Specimen Tampering

-Chain of Custody Documentation

-Sample Preparation and Transportation

-Testing Panel Options

-Collection Integrity and Legal Defensibility

Optional Fee-Based Services

While the vast majority of training is included at no cost, certain specialized services are available for additional fees. All optional services are clearly disclosed during contracting, with transparent pricing and no hidden fees.

Training Investment Yields Measurable Returns

Cordant's comprehensive training programs deliver tangible value to participating entities:

Reduced Errors: Well-trained staff make fewer collection mistakes, complete documentation accurately, and order appropriate tests—reducing rejected specimens and unnecessary retesting costs.

Faster Adoption: Multi-session, role-based training accelerates staff confidence and system proficiency, minimizing the learning curve and productivity disruption during transitions.

Better Outcomes: Staff who understand results interpretation make more informed case management decisions, intervene more effectively, and achieve better client outcomes.

Increased Independence: Thorough training reduces dependency on technical support, empowering staff to troubleshoot independently and utilize advanced features without constant assistance.

Legal Defensibility: Training on chain of custody and forensic standards ensures documentation withstands legal scrutiny, protecting entities from evidentiary challenges.

Staff Satisfaction: Confident, well-trained staff experience less frustration, greater job satisfaction, and lower turnover—reducing recruitment and retraining costs.

Summary: Training as Strategic Partnership

Cordant Health Solutions views training as a strategic investment in our partnership with Sourcewell participating entities. By providing comprehensive, no-cost training delivered by our own expert employees across all aspects of our solutions—from Cordant Sentry™ platform operations to specimen collection, toxicology fundamentals to results interpretation—we ensure entities maximize their return on investment and achieve their program objectives.

Our training is not a one-time event but an ongoing commitment to entity success. Through our continued partnership, Cordant is committed to ensuring Sourcewell participating entity staff are always well-equipped with the knowledge and tools necessary to leverage toxicology intelligence in service of safer communities and better lives.

Training is not an add-on to our service—it is integral to who we are and how we partner with the agencies we serve.

42	Describe any technological advances that your proposed Solutions offer.	Data-Driven Intelligence for Better Outcomes Cordant Health Solutions' proposed solutions incorporate cutting-edge technological advances that transform drug testing from a compliance checkbox into a strategic intelligence platform. While many providers offer basic testing services, Cordant has invested heavily in proprietary technology that delivers actionable data—insights that enable participating agencies to make evidence-based decisions, predict risk before it escalates, optimize resource allocation, and measurably improve supervision and treatment outcomes. Central to our offering is Cordant Sentry™, a proprietary, state-of-the-art web-based drug testing management application that is unique in the industry and not available from any other provider. Sentry represents a fundamental departure from legacy drug testing systems that merely report results. Instead, Sentry aggregates, analyzes, and contextualizes testing data to reveal patterns, predict risks, and generate actionable intelligence that directly supports case management, clinical intervention, and program evaluation. Our technology stack enables agencies to answer critical questions that traditional testing cannot address: Which clients are at highest risk of relapse or non-compliance before they fail? Are our testing resources allocated efficiently, or are we over-testing compliant clients while under-testing high-risk individuals? What substance use trends are emerging in our jurisdiction, and how should we adjust our response? Is our program achieving measurable outcomes, and how do results compare to evidence-based benchmarks? How can we generate revenue through monitoring services while maintaining program integrity? Sentry's technological advances directly benefit Sourcewell participating agencies by enabling true randomization of drug test schedules, supporting multiple panel configurations, and allowing for customized randomization based on risk level or individual requirements. The system features role-based security, real-time alerts and notifications, and a fully paperless workflow that streamlines the collection and reporting process. Sentry provides robust, customizable reporting tools and enables seamless, secure distribution of results to all authorized stakeholders. Additionally, our Central Portal supports online ordering and can integrate with customers' electronic medical records (EMRs) or case management systems for efficient, electronic order management. These advances collectively enhance supervision, improve accountability, reduce administrative burden, and ensure timely, accurate, and legally defensible results for all participating agencies—while transforming testing data into strategic program intelligence. Sentry Key Characteristics -Customized Randomization: Organize patients into groups based on risk level or individually to ensure testing frequency aligns with the patient's treatment plan or supervision intensity. -Real-Time Reporting and Alerts: Entries into Sentry post immediately. Positive results on donor drug tests are alerted via email and/or Sentry notifications, enabling immediate intervention. -Paperless System: No handwriting, eliminating potential data entry errors. Electronic chain of custody and test request forms. Organized at the individual level with an easy-to-read, objective view of patient compliance. -Treatment Team Access to Individual: Role-based security provides an appropriate level of access based on the type of user, ensuring confidentiality while enabling collaborative care. Sentry Advances: Data-Driven Technology -True Mathematical Randomization: Delivers unbreakable randomization algorithms that eliminate predictability and testing pattern recognition, ensuring program integrity. -Eliminate Manual Tracking: Automates participant tracking at massive scale, freeing staff from spreadsheets and manual scheduling to focus on client engagement. -Instant Crisis Detection: Delivers instant alerts when intervention is needed, closing the gap between substance use and response to maximize intervention effectiveness. -Advanced Randomization Controls: Delivers infinite randomization customization, allowing agencies to tailor testing schedules to individual risk profiles, behavioral indicators, and program phase. -Connected Care Networks: Creates seamless care team collaboration, enabling probation officers, treatment providers, case managers, and courts to access relevant data in real-time through role-based permissions. -Predictive Analytics Engine: Predicts risk patterns from massive datasets, identifying clients likely to relapse or disengage before failures occur—enabling proactive rather than reactive intervention. -Revenue Generation Platform: Enables judicial monitoring revenue generation through efficient program administration, cost recovery mechanisms, and scalable monitoring infrastructure that supports fee-based testing programs. These technological advances position Cordant as not just a testing provider, but as a data intelligence partner—equipping Sourcewell participating agencies with the tools to supervise smarter, intervene faster, and achieve demonstrably better outcomes.	*

43	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	Sustainability Practices Cordant Health Solutions is committed to environmental stewardship and continually identifies opportunities to reduce waste, conserve resources, and operate responsibly. Our approach to sustainability focuses on minimizing single-use materials, leveraging digital efficiencies, and maintaining environmentally conscious workplace practices. Digital Tools and Paper Reduction One of our most impactful sustainability initiatives is the use of digital tools such as Sentry™ and our secure web results platform. These systems dramatically reduce paper use by replacing multi-part chain-of-custody forms with a single-page electronic document, achieving a 50–66% reduction in paper waste per collection. Through Sentry and our online reporting portals, Sourcewell participating entities can access paperless test results, eliminating the need for printed reports. Sentry also enables secure data sharing between partner agencies, allowing authorized users to exchange client information electronically in full compliance with HIPAA—further reducing the need for hard copy documentation. Additionally, all invoices are provided electronically through our online billing center. Authorized users can access, download, or export invoices in Excel or PDF format, eliminating the use of hard copy billing materials. Reduction of Plastic in Laboratory Operations Cordant’s Research and Development team continually evaluates ways to minimize the use of plastic consumables in our laboratory processes. We’ve successfully reduced plastic in specimen containers through supplier modifications and transitioned from traditional test tubes to smaller sample wells, recalibrating our instrumentation to accommodate this change. This initiative has resulted in a significant reduction in single-use plastic without compromising quality or accuracy. Remote Workforce Efficiency By maintaining a hybrid and remote workforce, Cordant reduces energy consumption, facility space requirements, and commuting-related emissions. Telecommuting not only supports employee well-being and work-life balance but also contributes to improved air quality and decreased urban congestion. Office Recycling and Secure Shredding Cordant actively promotes recycling in all offices. Documents containing sensitive information are securely shredded and processed by certified vendors who recycle all shredded material, ensuring compliance with privacy regulations while supporting sustainability goals.	*
44	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.	Cordant does not currently hold any third-party issued ecolabels, ratings, or certifications related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	*
45	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?	Cordant Health Solutions offers Sourcewell participating entities a transformational approach to drug testing that goes far beyond traditional laboratory services. While competitors provide testing, Cordant delivers actionable intelligence. Our unique combination of proprietary technology, vertical integration, deep sector expertise, and data-driven insights positions us as the only provider capable of transforming testing from a compliance activity into a strategic program asset that measurably improves outcomes. Industry-Unique Technological Innovation Cordant Sentry™: The Only True Intelligence Platform Cordant Sentry™ is genuinely unique in the drug testing industry—no competitor offers comparable capabilities. This proprietary platform represents years of development investment specifically designed for justice, treatment, and child welfare applications. Sentry doesn't just manage testing logistics; it transforms raw testing data into predictive insights and actionable intelligence that fundamentally changes how agencies supervise, intervene, and evaluate program effectiveness. What Makes Sentry Unique: - True Mathematical Randomization: Unlike basic randomization tools that create predictable patterns, Sentry employs unbreakable randomization algorithms that eliminate client gaming and maintain program integrity even with sophisticated pattern-recognition attempts. - Predictive Analytics Engine: Sentry analyzes datasets to predict risk patterns before failures occur—identifying clients likely to relapse or disengage based on behavioral indicators, enabling proactive intervention rather than reactive responses to violations.	

- Instant Crisis Detection: Real-time alerts deliver immediate notification when intervention is needed, closing the critical gap between substance use and response when intervention effectiveness is highest.

- Connected Care Networks: Sentry creates seamless collaboration across probation officers, treatment providers, case managers, courts, and child welfare workers through role-based data sharing—ensuring all team members have the insights needed for coordinated care.

- Advanced Randomization Controls: Infinite customization allows agencies to tailor testing schedules to individual risk profiles, treatment phases, behavioral triggers, and program requirements—moving beyond one-size-fits-all testing to precision monitoring.

- Revenue Generation Platform: Sentry's efficiency enables fee-based monitoring programs that generate revenue while maintaining program integrity, supporting sustainable justice system operations.

No other provider in the industry offers this level of technological sophistication. Competitors provide basic results reporting; Cordant provides strategic program intelligence.

Mission-Specific Solutions: Understanding Your Unique Needs
Behavioral Health Support

Cordant uniquely understands that substance use disorder treatment requires more than detecting drug use—it requires understanding recovery trajectories and enabling therapeutic relationships. Our behavioral health support capabilities include:

- Reactive Crisis Management Transformed: Rather than simply reporting positive results days after use occurred, Cordant's technology transforms data into early intervention opportunities by identifying risk indicators (missed appointments, dilute specimens, inconsistent call-in patterns) that predict relapse before it happens.

- Powering Informed Patient Conversations: Treatment providers often lack objective data to support therapeutic conversations. Cordant provides the data to power informed patient conversations—longitudinal testing results that reveal patterns, progress markers, and concerning trends that guide motivational interviewing and treatment planning.

- Defining Program Efficacy: Unlike competitors who simply provide test results, Cordant provides longitudinal data that guides care and demonstrates outcomes—enabling treatment programs to prove effectiveness to funders, adjust protocols based on evidence, and achieve better client outcomes.

- Care Team Data Sharing: Shared insights through Sentry enable treatment counselors, physicians, case managers, and peer support specialists to coordinate care based on the same objective information—eliminating communication gaps that compromise treatment.

- Treatment Monitoring Schedules: Sentry delivers flexible monitoring that supports patient success by adjusting testing frequency as clients progress through treatment phases—intensive monitoring early in recovery, gradual reduction as stability increases, maintaining therapeutic alliance throughout.

- Patient Progress Tracking: Longitudinal data shows recovery progress over time, providing both clients and treatment teams with objective evidence of success—powerful motivation for continued engagement and recovery commitment.

Criminal Justice Support

Cordant recognizes that justice agencies require legally defensible documentation, efficient supervision tools, and accountability mechanisms that balance public safety with rehabilitation. Our criminal justice support capabilities include:

- Compliance Monitoring: Deliver comprehensive compliance reports for court review—detailed documentation of testing adherence, positive/negative results, missed appointments, and overall program compliance presented in formats judges and attorneys can quickly assess.

- Participant Risk Assessment: Analytics identify participants requiring enhanced oversight based on testing patterns, compliance history, and risk indicators—allowing supervision resources to be allocated efficiently toward highest-risk individuals.

- Program Data Reliability: Reliable, accessible data for better decisions—real-time visibility into caseload compliance, program performance metrics, and outcome trends that support evidence-based policy and resource allocation.

- Randomization Management: True randomization that adapts to any schedule—weekly, bi-weekly, monthly testing frequencies with surprise test probabilities customized to supervision intensity requirements and individual risk levels.

- Program Completion Documentation: Comprehensive completion records for judicial decisions and review—detailed testing history, compliance summary, and outcome documentation supporting sentencing recommendations, early termination decisions, and program graduation.

Proven Track Record with Government Agencies
Cooperative Purchasing Experience

- As an incumbent provider for Sourcewell, we have a demonstrated track record of successfully

serving government agencies and maximizing the value of group pricing.

- Long-Term Partnership Success: Our ongoing work with Indiana Criminal Justice Agencies since 2013 demonstrates our ability to maintain service excellence, adapt to evolving needs, and sustain partnerships over many years. Long-term contracts reflect client satisfaction and consistent performance.

- Understanding Government Procurement: We are fluent in government contracting requirements, cooperative purchasing mechanics, compliance obligations, and reporting expectations—minimizing administrative burden for participating entities.

- Maximizing Agreement Value: Our experience enables us to help participating entities leverage cooperative pricing effectively, navigate contract utilization, and achieve maximum cost savings and service value.

Vertical Integration: Laboratory and Collection Excellence
Integrated Service Model

- Cordant owns and operates both laboratory and collection infrastructure—a unique vertical integration that eliminates the quality inconsistencies, communication gaps, and finger-pointing common when testing and collection are fragmented across multiple vendors.

- Seamless Operations: Our laboratory and collection services are tightly integrated through unified systems, ensuring efficient operations, rapid resolution of collection issues, consistent quality across all service locations, and single-point accountability.

- Collection option for Direct Employee Model where all collection staff are Cordant direct employees.

- Trusted partnership with Third-party collectors: Our extensive experience in implementing comprehensive training on legal defensibility and chain of custody integrity, and are accountable to Cordant's quality standards.

- Quality Assurance: Our Field Operations team actively monitors collection quality, provides remedial training when errors occur, and maintains forensic collection standards that withstand legal scrutiny.

Customization Excellence

- Custom Panel Configurations: We configure testing panels to match entity protocols, local drug trends, and population-specific needs—not forcing agencies into rigid, one-size-fits-all testing menus.

- Flexible Service Models: From full-service collection through supply-only arrangements, we adapt our service delivery to match entity preferences and operational realities.

Financial Stewardship and Transparency
Fiscal Responsibility

- Government entities demand financial accountability. Cordant maintains:

  - Stringent Financial Controls: Contract funds are used exclusively for identified services, with robust internal controls preventing misuse or cross-subsidization.

  - Transparent Reporting: Detailed invoicing with line-item visibility, accessible billing portals, sub-account capabilities for program-specific cost tracking, and custom financial reports supporting budget management.

  - Cost-Effectiveness: Our vertical integration, technological efficiency, and operational scale enable competitive pricing that maximizes value for taxpayer-funded programs.

Security, Confidentiality, and Data Protection
Exceeding Compliance Standards

Cordant meets or exceeds all federal and state requirements for data security and client confidentiality:

  - HIPAA Compliance: Comprehensive technical and administrative safeguards protect protected health information, with regular compliance audits and staff training on privacy requirements.

  - SOC 2 Certification: Our systems and controls meet rigorous security, availability, and confidentiality standards verified through independent audits.

  - Cybersecurity Infrastructure: Multi-layered security architecture including encryption, access controls, intrusion detection, regular vulnerability assessments, and incident response protocols.

  - Data Breach Prevention: Proactive security measures, employee training, and continuous monitoring minimize data breach risk and protect client confidentiality.

Commitment to Continuous Improvement
Never Static, Always Evolving

Cordant invests continuously in:

  - Research and Development: Expanding our test compendium as new substances emerge, refining analytical methods for greater sensitivity and specificity, and developing new testing capabilities.

		- Technology Enhancement: Regular Sentry platform updates adding features, improving user experience, and expanding analytics capabilities based on client feedback. - Quality System Refinement: Ongoing improvement of laboratory processes, collection protocols, and customer service based on performance metrics and client input. - Staff Development: Continuous training investment ensuring our team remains at the forefront of toxicology science, technology, and customer service excellence. - Customer-Focused Service: We listen to participating entity feedback, adapt our services to evolving needs, and view our relationship as a true partnership rather than a transactional vendor relationship. Summary: Uniquely Qualified Partnership What makes Cordant truly unique is not any single attribute—it's the integration of all these capabilities into a comprehensive solution that serves Sourcewell participating entities holistically: Industry-unique technology that transforms testing into intelligence Mission-specific understanding of behavioral health and criminal justice needs Proven government partnership experience through cooperative agreements Vertical integration ensuring quality and accountability Financial stewardship protecting taxpayer investments Continuous innovation staying ahead of emerging challenges Competitors may match us on individual dimensions—some have laboratories, others have basic software, many provide collection services. But no competitor integrates all these capabilities with the same depth of expertise, technological sophistication, and commitment to participating entity success. Cordant Health Solutions is not just a testing provider—we are a strategic partner investing in Sourcewell participating entities' ability to achieve their mission of safer communities, successful treatment outcomes, and evidence-based supervision. That partnership approach, backed by unique technology and proven performance, is what truly distinguishes Cordant in the industry.	

Table 5B: Value-Added Attributes

Line Item	Question	Certification	Offered	Comment	
46	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	None	*
47		Minority Business Enterprise (MBE)	○ Yes ◉ No	None	*
48		Women Business Enterprise (WBE)	○ Yes ◉ No	None	*
49		Disabled-Owned Business Enterprise (DOBE)	○ Yes ◉ No	None	*
50		Veteran-Owned Business Enterprise (VBE)	○ Yes ◉ No	None	*
51		Service-Disabled Veteran-Owned Business (SDVOB)	○ Yes ◉ No	None	*
52		Small Business Enterprise (SBE)	○ Yes ◉ No	None	*
53		Small Disadvantaged Business (SDB)	○ Yes ◉ No	None	*
54		Women-Owned Small Business (WOSB)	○ Yes ◉ No	None	*

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 *	
55	Describe your payment terms and accepted payment methods.	Cordant's standard payment terms are Net 30, with invoices sent on a monthly basis. For certain contracts, such as those with governmental agencies, payment terms may be negotiated and specified in the agreement. Our billing portal enables designated personnel to view, download, and pay both current and previous invoices online. The portal also provides features such as invoice downloads in PDF or Excel formats, email notifications when invoices are issued, and client administrator controls for managing user accounts. We work closely with participating entities to identify and implement the preferred invoicing and payment solutions.	*
56	Describe any leasing or financing options available for use by educational or governmental entities.	Cordant Health Solutions provides services as fee per service and as such does not provide any leasing or financing options.	*
57	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.	We propose to use several standard transaction documents in connection with an awarded agreement. These include order forms, which may be processed electronically through Cordant Sentry™ or Cordant's Central Portal, enabling seamless online ordering and management of laboratory testing services. We also include our standard terms and conditions, with requests for modifications subject to further discussion, negotiation, and formal approval by the client. When required under HIPAA, we provide a Business Associate Agreement (BAA) and can execute either our standard BAA or the participating entities version. Additionally, we can offer service level agreements and other orientation or program agreements tailored to client needs. Financial statements and employee performance evaluations are considered confidential and would only be provided under specific circumstances. A sample of Cordant's BAA and Laboratory Services Agreement are uploaded under additional documents.	*
58	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?	To help keep overall program costs as low as possible for our customers, Cordant no longer accepts payment by purchasing card (P-card). Transaction processing fees associated with P-card payments significantly increase administrative and operational costs. By standardizing payment through ACH transfers and electronic checks, we're able to minimize those fees and pass the savings directly back to our clients through more competitive pricing and consistent service value.	*
59	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.	Cordant has provided pricing at the line-item level for clarity and ease of comparison. Because Cordant does not maintain a published list price for our laboratory services, the "undiscounted rate" column represents our standard rate, while the "Sourcewell discounted price" reflects the negotiated pricing available to all participating entities under the resulting agreement. The Cost Proposal includes representative testing options most commonly utilized by criminal justice and behavioral health programs. Additional testing panels, specimen types, or confirmation methods can be added upon request. Cordant is also able to evaluate alternate pricing structures for the shipping of supplies and specimens to ensure the most cost-effective solution for each participating entity's volume and logistics needs. This pricing model provides Sourcewell members with transparent, scalable, and discounted access to Cordant's full range of toxicology testing services while maintaining flexibility to tailor programs to individual agency requirements.	*
60	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.	Cordant does not maintain a published MSRP for our laboratory services. Instead, we have provided both a list (standard) price and a proposed Master Agreement price reflecting the Sourcewell discounted rate. The pricing included represents Cordant's most-favored customer discount level, ensuring all Sourcewell participating entities receive our best available pricing. Please refer to the attached pricing document for detailed rate information.	*

61	Describe any quantity or volume discounts or rebate programs that you offer.	Cordant's pricing proposal reflects a not-to-exceed (NTE) price structure, ensuring that participating entities are never billed above the rates listed in our pricing schedule. These NTE rates represent the maximum allowable charges for Cordant's laboratory-based drug testing services under the resulting agreement. While the NTE prices establish clear cost protection for Sourcewell members, Cordant retains the flexibility to offer lower pricing based on factors such as volume, shipping efficiencies, or program-specific needs. During account implementation, our Sales and Account Setup teams confirm the appropriate pricing tier and document any applicable volume-based or situational discounts to ensure transparency and consistency across Member accounts. Shipping expenses (excluding HI and AK) are included in the laboratory pricing assumptions, based on an average of 15 specimens per shipping bag or box. Participating entities exceeding this average may qualify for additional volume discounts, while smaller shipments may incur additional shipping fees. This pricing approach guarantees predictable, capped rates while allowing Cordant to provide Sourcewell members with the best available pricing through operational efficiencies and high-volume programs. Discounts apply solely to laboratory-based drug testing services and do not extend to instant testing devices or collection services.	*
62	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.	Not applicable for lab-based testing services.	*
63	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	All standard materials and services required for laboratory testing—including urine collection supplies, requisition forms, spill-containment materials, and pre-paid shipping envelopes—are included in the laboratory service pricing outlined in Cordant's Cost Proposal. Shipping costs are incorporated into the per-specimen rate, and there are no additional charges for standard shipping supplies, transportation, or setup. Cordant does not charge separately for standard implementation, onboarding, or training associated with new client accounts. However, specialized or extraordinary service requests—such as custom system interfaces, extensive onsite training beyond standard implementation, or other high-demand support activities—may be assessed on a case-by-case basis. Any such charges would be reviewed and mutually agreed upon prior to service delivery. Please note: while shipping costs are included, FedEx may assess a nominal pickup fee for non-scheduled or same-day pickups initiated outside regular pickup arrangements. These fees are rare and billed directly by FedEx, not Cordant. No third-party vendors impose additional costs beyond those outlined above. All included and optional services are provided directly by Cordant or its designated shipping partners.	*

64	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	Shipping, freight, and delivery costs are included in the per-specimen price for Sourcewell participating entities, based on a standard shipping density of approximately 15 specimens per shipment. All necessary materials—including specimen bags, boxes, and pre-paid, pre-addressed FedEx labels—are provided at no additional charge. Cordant consolidates shipments whenever possible to maximize efficiency and minimize environmental impact, with next-day delivery to our laboratory partners. We encourage clients to send at least 15 specimens per shipment to help maintain operational efficiency and cost control. Note: While standard shipping and supplies are fully covered, FedEx may assess a nominal pickup fee for non-scheduled or same-day pickups initiated outside of regular collection arrangements. These charges are rare and billed directly by FedEx, not Cordant. Shipping costs for physical products or devices (if ordered separately) will be billed in addition to the product price, as outlined in the Cost Proposal.	*
65	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	Cordant is not proposing services for Canada or any offshore delivery. The pricing provided within the attached cost proposal includes shipping within the continental United States. Shipping to Hawaii, Alaska, and other US territories will be assessed separately on a client-by-client basis based on the specimen volume and specific shipping location. Appropriate surcharges for these are not included in the currently provided pricing.	*
66	Describe any unique distribution and/or delivery methods or options offered in your proposal.	This is not applicable to the services we are proposing. All distribution and/or delivery methods or options offered have been described in our proposal.	*

67	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.	As an incumbent Sourcewell supplier, Cordant has established a proven self-audit process that ensures full compliance with the contract's pricing, reporting, and administrative requirements. Our structured framework includes data-driven monitoring, formal procedures, and staff training to maintain the highest levels of accuracy and transparency. Sourcewell Group Classification Within our data management systems, all participating entities are identified under a dedicated "Sourcewell" group classification. This classification, applied during account setup, allows Cordant to track every Sourcewell account throughout the client lifecycle. Each transaction is tied to a Sourcewell membership number, customer ID, and pricing profile, ensuring correct contract pricing and eligibility verification. Account Setup and Staff Training Our Sales, Account Setup, and Billing teams are fully trained on Sourcewell contract requirements and pricing terms. During the onboarding process, these teams ensure contract pricing is attached correctly to all participating entities. Any discrepancy identified during setup, billing, or invoicing is immediately escalated and resolved before final invoicing. Quarterly Membership Verification Cordant conducts quarterly internal audits that reconcile the list of Sourcewell members within our system against the most recent membership roster provided by Sourcewell. Any newly identified members not yet linked to Sourcewell pricing are updated promptly, with contract pricing backdated up to 90 days from the date the agency became a Sourcewell member. Automated Reporting and Compliance Tracking Cordant's custom Sourcewell reporting dashboard consolidates account data by membership number, contract term, and service type. This allows our Sales Operations and Finance teams to: Verify proper contract pricing and discount application; Generate accurate and timely self-bill (administrative fee) reports; and Identify trends in account activity and the positive effects of marketing and outreach efforts on program adoption and sales growth. Ongoing Oversight and Metrics Our internal audit program integrates pricing verification, quality control metrics, and billing accuracy reviews. These metrics are reviewed monthly by operational leadership and finance to ensure 100% pricing compliance. Discrepancies, if identified, are investigated, corrected, and logged for continuous improvement tracking. Through these established procedures, Cordant provides Sourcewell with complete assurance that contract pricing, reporting, and administrative fee requirements are consistently met — and that every Sourcewell participating entity benefits from accurate, compliant, and value-driven service.	*

68	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.	As an existing Sourcewell supplier, Cordant already tracks a robust set of performance metrics to measure the success and continuous improvement of our Sourcewell agreement. These metrics ensure compliance with contract requirements, support high-quality service delivery, and provide ongoing insight into operational and customer outcomes. Key internal metrics include: Turnaround Time: Weekly monitoring of laboratory result turnaround to ensure we meet or exceed service-level commitments and client expectations. Pre-Analytical Quality: Tracking of collection, supply, and delivery accuracy to maintain specimen integrity and logistical efficiency. Analytical Accuracy: Continuous monitoring of test reliability through quality control, proficiency testing, and error detection/prevention metrics. Post-Analytical Quality: Customer satisfaction trends, compliance adherence, and corrective/preventive actions reviewed for continuous improvement. Collection and Error Rates: All specimen collection errors are logged and reviewed with staff to identify trends and reduce reoccurrence. Comprehensive QA Review: Regular auditing of quality control, incident management, and staff competency in alignment with licensure and accreditation standards. Operational Metrics: Monitoring of ordering accuracy, rejected samples, rerun rates, and amended reports as part of our laboratory's quality assurance system. These metrics are reviewed weekly by our Laboratory Director and Quality Leadership Team, and trends are analyzed quarterly across Sourcewell accounts. Our custom Sourcewell reporting tools also track sales, account engagement, and participation growth, enabling Cordant to evaluate the positive impact of marketing and outreach efforts that expand program utilization and contract adoption. This proven, data-driven oversight ensures consistent compliance, exceptional service delivery, and measurable success under our current Sourcewell agreement.	*
69	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.	Cordant proposes an administration fee of 1% calculated as a percentage of sales.	*

Table 6B: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments	
70	The pricing offered is as good as or better than pricing typically offered through existing cooperative contracts, state contracts, or agencies.	No additional comments	*

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

Line Item	Question	Response *	
71	Provide a detailed description of all the Solutions offered in your proposal, including your organizational classification as identified below: Laboratory - owns/operates certified facilities that perform specimen analysis under CLIA, SAMHSA/HHS, ISO 17025, or equivalent. Third-Party Administrator (TPA)/clinic - manages and/or delivers drug-testing and occupational health programs on behalf of employers.	Organizational Classification: Laboratory Cordant Health Solutions operates as a fully integrated toxicology laboratory with CAP (College of American Pathologists) and CLIA (Clinical Laboratory Improvement Amendments) certified facilities that perform comprehensive specimen analysis. This laboratory classification means we own and operate our testing infrastructure, providing Sourcewell participating entities with direct access to cutting-edge analytical capabilities, faster turnaround times, and unparalleled quality control—without the delays and quality concerns inherent in third-party laboratory relationships.	

	Consumer Reporting Agency Plus (CRA +) - provides background screening services and at least one of the following, either in-house or through a documented, audited subcontract: - Laboratory-confirmed or point-of-collection (POCT) drug and/or alcohol testing, or - Occupational-health assessments and regulatory exams.	For participating entities requiring SAMHSA/HHS certification, Cordant maintains established partnerships with SAMHSA-certified laboratory providers, ensuring we can accommodate federal workplace testing requirements and other programs mandating SAMHSA compliance while delivering the same seamless service experience through our Cordant Sentry platform. Comprehensive Testing Solutions Portfolio 1. Multi-Matrix Laboratory Testing Services Cordant's in-house laboratory capabilities represent the foundation of our comprehensive testing solutions, with validated methodologies across multiple specimen types: Urine Drug Testing Our primary testing matrix, processed entirely within our CAP and CLIA-certified laboratory using: Screening Methodologies: EMIT (Enzyme-Multiplied Immunoassay Technique) and ELISA (Enzyme-Linked Immunosorbent Assay) for rapid, cost-efficient identification of drug classes Confirmation Methodologies: Liquid Chromatography-Tandem Mass Spectrometry (LC-MS/MS)—the platinum standard in forensic toxicology—providing definitive identification and quantification of specific drugs and metabolites Ethanol Confirmation: Gas Chromatography-Flame Ionization Detector (GC-FID) for legally defensible alcohol testing Our two-tier testing approach (presumptive screening followed by confirmatory testing on separate aliquots) ensures legally defensible results that withstand courtroom scrutiny while maximizing cost efficiency by confirming only presumptive positive specimens. Oral Fluid Testing Processed in-house using Quantisal collection devices from Immunalysis, offering: Non-invasive collection reducing privacy concerns and collection complications Recent use detection with shorter detection windows ideal for detecting impairment-relevant time frames Difficult-to-adulterate matrix minimizing specimen tampering Same rigorous LC-MS/MS confirmation as urine testing Instant Testing Devices Point-of-collection testing (POCT) providing: Immediate preliminary results for rapid decision-making in the field Laboratory confirmation of all non-negative instant results through our in-house LC-MS/MS capabilities Integrated workflow connecting instant devices seamlessly with our laboratory information management system This multi-matrix approach provides participating entities with flexibility to select the most appropriate testing methodology based on program objectives, client populations, and operational requirements. SAMHSA Testing Availability: For participating entities with federal workplace testing programs or other requirements mandating SAMHSA/HHS certification, Cordant provides seamless access to our SAMHSA-certified laboratory partners while maintaining all testing management, collection coordination, and results reporting through our Cordant Sentry platform. This ensures consistent service delivery regardless of certification requirements. 2. Industry-Leading Test Compendium Cordant offers the most extensive test menu available in the criminal justice and treatment market—a critical differentiator that reflects our commitment to staying ahead of evolving substance use trends. Our comprehensive compendium includes: Traditional drugs of abuse (cannabinoids, cocaine, opiates, amphetamines, benzodiazepines, etc.) Synthetic cannabinoids (K2/Spice compounds) Synthetic stimulants (bath salts, cathinone) Designer drugs and novel psychoactive substances Prescription medications including specific opioid identification Fentanyl and fentanyl analogs Hallucinogens Specialty panels for medication-assisted treatment monitoring Our flexible panel configurations allow participating entities to create customized testing panels that precisely match their supervision requirements, treatment protocols, and emerging local drug trends—without paying for unnecessary analytes or being locked into rigid panel structures. Reference: See Additional Documents for Cordant test compendium 3. Comprehensive Specimen Validity Testing Cordant implements multi-layered validity testing protocols to detect specimen tampering, adulteration, and substitution: Initial Validity Assessment:

Visual inspection for unusual color, physical characteristics, odors, and foaming properties
Verification of sealed packaging and chain of custody integrity
Basic adulteration screening during immunoassay testing

Quantitative Validity Testing:

Creatinine testing on every urine specimen to identify dilution (threshold: <20.0 mg/dL)
Extended adulteration panels when abnormalities are detected
Specific gravity and pH testing
Oxidant detection for common adulterants

Data-Driven Insight: Our validity testing identifies specimen manipulation attempts in real-time, providing participating entities with critical information about client compliance behavior and potential supervision violations. This data informs case management decisions and identifies clients requiring enhanced monitoring.

4. Cordant Sentry: Advanced Drug Testing Management Platform

Cordant Sentry represents the most sophisticated drug testing management solution in the industry, integrating randomization, collection management, chain of custody, and results reporting into a single, intuitive platform. Sentry transforms drug testing from an administrative burden into a strategic data asset.

Intelligent Randomization Engine

Sentry's mathematical algorithm-driven randomization eliminates predictability while optimizing testing efficiency. :

Multi-period configurations: weekly, half-monthly, monthly, quarterly, half-yearly, yearly testing schedules
Risk-based group assignments enabling tiered supervision with varying testing frequencies
Surprise testing probability settings (5%-30%) that eliminate pattern recognition
Holiday and blackout date management ensuring testing schedules respect organizational closures
Gender-specific scheduling for same-gender observed collections

Data-Driven Value: Sentry's randomization improves testing cost-effectiveness by eliminating over-testing while maintaining unpredictability. Participating entities can allocate testing resources based on risk stratification, directing intensive testing toward higher-risk clients while reducing unnecessary testing of compliant individuals—maximizing the impact of every testing dollar. Enhanced data sharing enables better treatment decisions and improved patient outcomes.

Interactive Voice Response (IVR) Integration

Clients call Sentry's IVR phone line daily to receive testing instructions:

Automated call-in system reducing staff workload
Real-time integration with randomization schedules
Configurable call-in times and days
Automated compliance tracking documenting call-in adherence
Web based check-in can also be enabled, e.g., for hearing impaired donors, as an alternative to phone check-in.

Data-Driven Insight: IVR call data provides early warning indicators of non-compliance. Participating entities can identify clients who stop calling before they fail to appear for testing, enabling proactive intervention.

Electronic Chain of Custody (eCOC)

Sentry's next-generation electronic chain of custody revolutionizes specimen collection:

Pre-populated donor demographics eliminating handwriting errors and illegible forms
Automated date/time stamping ensuring accuracy
Integrated barcode generation linking specimens to electronic records
Printable on standard printers using 20# paper with built-in security seals provided by Cordant
Legally defensible documentation that withstands courtroom scrutiny

Alternative: Manual two-part chain of custody forms with pre-printed barcodes remain available for field collections where printers are unavailable. Manual COCs can be scanned into Sentry, maintaining complete digital record integration.

Data-Driven Value: Electronic COCs reduce collection errors, eliminate lost paperwork, and create searchable digital audit trails. Court preparation time is dramatically reduced when complete, legible documentation is instantly accessible.

Real-Time Results Portal

Sentry provides participating entities with immediate access to testing data through secure web-based dashboards:

Negative results within 48 hours of laboratory receipt
Confirmed positive results within 48-72 additional hours
Real-time compliance monitoring tracking no-shows, refusals, and testing adherence
Customizable reporting supporting program evaluation, grant requirements, and performance

metrics
Historical analytics identifying patterns, trends, and recidivism indicators

Data-Driven Differentiation: Sentry transforms raw testing data into actionable intelligence. Participating entities can identify:

Clients with escalating risk indicators requiring intervention
Drug trends emerging within their jurisdiction
Program effectiveness metrics for evidence-based policy decisions
Cost-per-compliant-client analytics supporting budget optimization

Reference: See Additional Documents – Value Added Attributes - Sentry Capabilities for comprehensive platform capabilities

5. Comprehensive Collection Support Services

Cordant provides complete collection infrastructure including:

Full Supply Provision
Chain of custody forms (electronic and manual options)
Specimen collection vials with temperature strips for validity verification
Male and female collection kits (including wide-opening female vials)
Optional female wands for enhanced user-friendly collection
Quantisal oral fluid collection devices
Specimen bags with absorbent padding and separate COC pockets
Shipping supplies including FedEx boxes/bags and pre-paid, pre-addressed labels
Reliable Specimen Transport
FedEx overnight service and laboratory courier networks(HI/AK which may incur surcharges)
Real-time tracking through Sentry integration
Flexible Collection Models
Onsite collections at participating entity facilities
Patient Service Centers with extended evening and weekend hours
Mobile collection services for remote locations
Custody facility pickups from jails and corrections facilities
Observed collection protocols meeting forensic standards
6. Quality Assurance & Legal Defensibility

Cordant's quality infrastructure ensures every result withstands legal scrutiny:

CAP and CLIA certified operations meeting the highest laboratory standards
Rigorously validated methods with initial and annual revalidation
Quality control samples in every analytical batch
Strict CAP-compliant acceptance criteria including quantitation controls, blind controls, retention time verification, mass fragmentation ratios, and chromatographic peak symmetry
Commercial reference standards tested alongside every specimen batch
Immediate corrective action protocols when samples fall outside acceptance ranges

Specimen Retention:

Negative specimens: 7 days at room temperature
Positive specimens: 2 months in secure walk-in freezer at -20°C
Extended storage available for litigation cases
7. Transparent Billing & Financial Management
Monthly invoicing with Net 30 payment terms
Client billing portal for online invoice access, downloading, and payment
Sub-account configuration enabling separate invoices for distinct programs
Transparent pricing with all costs clearly itemized
Data-Driven Market Differentiation
Why Cordant's Solutions Lead the Industry

1. Vertical Integration Advantage As a laboratory-classified provider with CAP and CLIA certifications, we control the entire testing process from collection through results reporting. This eliminates third-party dependencies, reduces turnaround times, and ensures quality at every step. When SAMHSA certification is required, our established laboratory partnerships ensure seamless service delivery without compromising our integrated approach.

2. Fastest Turnaround Times in the Industry Our in-house processing capabilities deliver industry-leading speed:

Negative screens: 48 hours from receipt
Confirmed positives: 48-72 additional hours

Speed enables timely intervention—the difference between addressing a relapse immediately versus days later when the window for effective response has closed.

3. Most Comprehensive Test Menu Our extensive compendium means participating entities never encounter a "we can't test for that" scenario. As new substances emerge, Cordant develops validated testing methods proactively, keeping programs ahead of evolving drug trends.

4. Sentry Platform Intelligence While competitors offer basic results reporting, Cordant transforms testing data into strategic program intelligence. Sentry's analytics capabilities enable:

Predictive compliance modeling identifying at-risk clients before violations occur

		Cost optimization analytics showing which testing strategies deliver the best outcomes per dollar spent Population-level trend analysis revealing emerging substances and usage patterns Evidence-based policy development supporting data-informed program design 5. Legally Defensible Documentation Our electronic COC system, rigorous chain of custody protocols, and CAP-accredited quality standards ensure every test result meets the highest legal evidentiary standards. When results are challenged in court, Cordant's documentation and expert testimony support withstands scrutiny. 6. Certification Flexibility Our CAP and CLIA certifications serve the vast majority of criminal justice and treatment testing needs, while our SAMHSA laboratory partnerships ensure we can accommodate any federal workplace or specialized certification requirements—all managed through the same Sentry platform for consistent user experience. Commitment to Continuous Innovation Cordant invests significantly in research and development, methodological advancement, and technology enhancement. We continuously expand our test compendium, refine our analytical methods, and enhance Sentry's capabilities based on customer feedback and industry evolution. Participating entities benefit from these innovations automatically—without additional implementation costs or service disruptions. Cordant Health Solutions delivers more than drug testing—we provide comprehensive toxicology intelligence that empowers participating entities to make data-informed decisions, optimize resource allocation, and achieve measurably better supervision and treatment outcomes.
72	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	The subcategory titles that best describe our products and services are: Behavioral Health Monitoring: Cordant provides comprehensive toxicology testing and data analytics specifically designed for behavioral health treatment programs, including medication-assisted treatment (MAT) monitoring, dual diagnosis programs, and outpatient behavioral health services. Our advanced test panels detect both illicit substances and prescribed medications, enabling providers to verify treatment adherence, identify potential diversion, and make evidence-based adjustments to therapeutic interventions based on objective biological data. Judicial Monitoring: Our solutions serve courts, probation departments, pretrial services, drug courts, and specialty court programs with legally defensible testing that supports judicial supervision and compliance monitoring. Cordant's electronic chain of custody, CAP-certified laboratory standards, and comprehensive Sentry platform documentation provide the evidentiary rigor necessary for court proceedings, while our randomization capabilities and real-time reporting enable timely judicial response to non-compliance or successful program completion. Child Protective Services Monitoring: Cordant supports child welfare agencies in monitoring biological parents, foster parents, and caregivers involved in dependency cases, reunification programs, and ongoing CPS supervision. Our sensitive and accurate testing helps caseworkers make critical safety decisions about child placement and family reunification, while our extended test compendium—including synthetic drugs and prescription medications—ensures comprehensive substance use assessment that protects vulnerable children. Addiction Recovery and Treatment Program Monitoring: We provide specialized testing solutions for residential treatment facilities, intensive outpatient programs (IOP), sober living environments, and recovery support services. Our ability to test for medication-assisted treatment medications (methadone, buprenorphine, naltrexone) alongside drugs of abuse enables programs to verify treatment compliance while detecting relapse, and our rapid turnaround times allow treatment teams to intervene immediately when clients show signs of continued substance use. Mental Health Services Monitoring: Cordant serves community mental health centers, psychiatric facilities, and integrated care programs where substance use co-occurs with mental health conditions. Our testing supports differential diagnosis (distinguishing substance-induced symptoms from primary psychiatric disorders), monitors psychotropic medication adherence, and identifies substance use that may interfere with mental health treatment effectiveness—providing clinicians with objective data to optimize treatment plans for complex dual-diagnosis populations. Video Observed Oral Fluid Collections: Cordant's video-observed oral fluid solution is an ideal option for helping government agencies monitor participants' adherence to their treatment programs. Video saliva drug testing is easily observed and can be done conveniently in the participant's home. The entire process is conducted under video supervision by a remote Cordant collection specialist or the case worker/officer. There is a great amount of flexibility in the video collection process and we will work with the Sourcewell entities to ensure the video collection procedure aligns with their needs.
73	Describe your complete chain-of-custody process for both paper and/or electronic records. Provide details on: - Audit-trail features - On-site observed-collection protocols - Observer qualifications - Privacy safeguards during observed collections - How each step is documented and retained If the collection, laboratory analysis, or results reporting is subcontracted, describe the	Cordant utilizes both paper and electronic chain-of-custody (COC) processes to ensure legal defensibility, specimen integrity, and compliance with certification requirements. Audit-trail features: Every specimen is assigned a unique identifier (COC number/specimen ID) and, upon laboratory receipt, a second unique accession number. Both identifiers are independent of client or donor identifiers. All specimen handling steps—collection, transfer, receipt, processing, storage, and disposal—are documented with date/time stamps and the initials or electronic signatures of the staff involved.

	subcontractor's chain-of-custody process AND explain how you audit and enforce those controls.	The audit trail is maintained in both electronic (Laboratory Information Management System, LIMS) and hardcopy formats. Electronic records include test requests, deficiencies, staff references, and handling times. Hardcopy records reference the staff involved in each step, including receipt, opening, barcoding, and storage/disposal. Each transfer, testing, transport, and storage event is scanned and documented, eliminating mix-ups or misidentification. The complete COC record can be produced upon request for litigation or audit purposes. On-site observed-collection protocols: Donor identification is verified using a photo ID or recognition by a case worker/officer. Donor demographic data and photo are included in Cordant Sentry for the donor population. The collection technician verifies the participant's identity by matching the photo to the individual present and requires verbal confirmation of name, date of birth, and assigned identification number. Cordant's same gender observed urine collection protocol addresses the following elements: Facilities must have adequate space, lighting, privacy, water source and blue septic dye. The collector must positively identify the client. The client must remove all outer personal belongings, empty pockets, hats, etc., and leave those items along with any bags or backpacks outside the bathroom. The client is instructed to wash their hands. The collector will explain the entire collection process. The collector must observe the urine leaving the body, looking for any suspicious bags, strings or other attachments around the body or legs. A minimum volume of 15 mL should be collected. The collector and client must always keep the specimen in direct eyesight. Collector must check container for signs of adulteration, check temperature strip and annotate temperature on the COC, close lid and lock into place, and prepare the chain of custody forms, ensuring all required signatures are in place. The vial is sealed with the signed tamper evident seal and packaged for shipping to the lab. Observer qualifications: Collection staff are trained and assessed for competency during initial onboarding, after learning new skills, and periodically thereafter as required by accreditation and licensure guidelines. Cordant has an extensive training curriculum for our employees involved in specimen collection. Our comprehensive training sessions include the follow topics: HIPAA Privacy and Security Rules Medicare Compliance for Clinical Laboratories Observed Collection Training Observed Urine Collection Video Legally Defensible Specimen Collection Manipulation Cordant Health Solutions Overview Customer Service Harassment Prevention Training How to Fill Out a Chain of Custody Form (electronic and manual) Same Gender Observed Collection Procedure Oral Fluid Collection Procedure How to Appropriately Package and Ship a Specimen Incident Report Training How to Support/Manage an Uncomfortable/Unwilling Patient Privacy safeguards during observed collections: Cordant implements several privacy safeguards during observed collections. Our same gender observed urine collection protocol ensures that only the collector and the client providing the specimen are present in the collection area, maintaining privacy and confidentiality. The collection process is explained to the client, and the collector observes the urine leaving the body while maintaining the dignity and privacy of the participant. In situations where a same gender collector is not available, Cordant recommends the use of oral fluid collection, which is non-invasive and can be performed by same or opposite sex collectors, further supporting privacy and confidentiality. All staff are trained to balance privacy with the need to prevent adulteration or substitution of specimens. Cordant also complies with all HIPAA Standards for Privacy and Security, including restricted physical access protocols, annual employee privacy and security training, and strong encryption protocols for electronic correspondence containing PHI. These safeguards collectively ensure the privacy and confidentiality of participants during observed collections. How each step is documented and retained: Each step in the COC process is documented in either electronic or hardcopy format, depending on the form used (Sentry electronic or manual paper COC forms). All actions are recorded with unique identifiers, date/time stamps, and staff initials or electronic signatures. Completed COC forms, both paper and electronic, are retained as part of the laboratory record and can be made available to authorized individuals via Cordant Sentry. Analytical and pre-analytical COC documentation is maintained for audit and litigation purposes and is routinely reviewed for compliance.	*

74	Describe and detail your client portal and API capabilities, including: - Ordering - Status tracking - Results delivery	Cordant offers robust client portal and API capabilities through Cordant Sentry™ and the Cordant Central Portal. These platforms provide comprehensive functionality for ordering, status tracking, and results delivery. Ordering: Clients can conveniently place orders for laboratory testing through Cordant Sentry™ and the Central Portal. Orders are transmitted directly to our Laboratory Information Management System (LIMS), ensuring alignment with laboratory processing. Additionally, clients can order laboratory supplies or rapid drug testing products via the portal, email, phone, or fax. Electronic orders can also be accommodated directly from customers' EMRs, providing a seamless and efficient ordering experience. Status Tracking: The portals allow users to track the status of orders and view order logs in real time. Supervisors and case managers have dashboard access to monitor all relevant client activity and testing progress. The system provides compliance reports, audit logs, and notification features such as real-time alerts for abnormal results and no-call/no-show alerts via email. Users can quickly search for specific donor data and monitor longitudinal progress across all clients. Results Delivery: Results are delivered securely through the HIPAA-compliant web-based portals, which are integrated with our LIMS for near real-time reporting. Results can be accessed 24/7 by authorized users with unique log-ins. The platforms support secure, direct sharing of donor results with key stakeholders and offer consolidated reporting, including compliance data and detailed donor test history. Results and reports can be exported in multiple formats (CSV, PDF, XLS), and the system supports advanced reporting features such as random selection, missed test, and organizational trend reports. API Capabilities: Cordant provides a full-featured SOAP web service for Sentry, enabling bi-directional programmatic access for test ordering, demographic management, and results retrieval (including discrete values and PDF formats). The API has a published WSDL specification and supports methods for creating/modifying enrollee records, performing collections, retrieving results, accessing chain of custody forms, and more. Additional integration is supported via TCP/IP, SFTP/SCP, RESTful web services, XML, and HL7. Cordant maintains and enhances these services and can add new methods to meet client-specific requirements. The interface setup process is managed by a dedicated project manager and includes comprehensive testing and support.
75	Describe how your organization ensures compliance with applicable data protection regulations, including HIPAA Personally Identifiable Information (PII), Sensitive Personal Identifiable Information (SPII), and, if applicable, Criminal Justice Information Systems (CJIS) requirements.	Cordant Health Solutions ensures compliance with applicable data protection regulations, including HIPAA, Personally Identifiable Information (PII), Sensitive Personal Identifiable Information (SPII), and Criminal Justice Information Systems (CJIS) requirements through a comprehensive set of policies, processes, and procedures. We are fully compliant with HIPAA Standards for Privacy, Electronic Transactions and Security (including the HITECH Act and the Omnibus Rule of 2013), as well as 42 CFR Part 2, CJIS, and FIPS 140-2. All client records and test results are stored electronically on secure, HIPAA and SOC compliant servers with stringent security controls, including redundant networks and servers, secure backup and data recovery capabilities. Our security measures include firewalls, reverse proxies, strong encryption at rest and in transit, two-factor authentication, and Security Information Event Management (SIEM) for intrusion detection and prevention. Routine software and security updates are applied to all computers and operating systems. Physical access to business information and technology systems is strictly limited to authorized individuals. Employees are trained to handle sensitive data and are required to comply with confidentiality policies, including annual security awareness training and completion of background checks as a condition of employment. We maintain a Business Associate Agreement with vendors who have access to protected health information and have implemented activities to detect and respond to cybersecurity events. Cordant meets or exceeds CAP-FDT guidelines for client confidentiality and protection of sensitive data, ensuring ongoing compliance with all relevant federal and state laws and regulations.
76	For your proposed solutions and services, describe any performance standards, or guarantees, including any relevant policies, metrics, KPIs, etc.	Cordant Health Solutions maintains a comprehensive performance management framework that ensures consistent service excellence, continuous quality improvement, and measurable outcomes for participating entities. Our performance standards are embedded throughout our operations—from specimen collection through results reporting—and are actively monitored through data-driven quality metrics and key performance indicators. Turnaround Time Performance Standards Achieving industry-leading turnaround times is a foundational Cordant standard: Negative screening results within 48 hours of specimen receipt at the laboratory Confirmed positive results within 48-72 additional hours from screening completion Turnaround time is one of several key quality indicators monitored continuously through our quality dashboard, ensuring rapid results delivery that enables timely clinical and supervision interventions. Fast turnaround times directly improve program outcomes by closing the feedback loop between substance use and consequences—allowing case managers, treatment providers, and supervising officers to respond while the testing event remains relevant and impactful. Comprehensive Quality Management System Cordant's quality management framework encompasses pre-analytical, analytical, and post-analytical performance metrics designed to identify both problems and opportunities for continuous improvement:

Pre-Analytical Quality Metrics
Collection accuracy rates tracking proper specimen handling and chain of custody completion
Supply delivery tracking ensuring collection sites never experience supply shortages
Specimen rejection rates identifying collection errors before they impact results
Temperature verification compliance ensuring specimens meet validity requirements
Chain of custody completeness measured against legal defensibility standards

Performance Standard: We routinely analyze specimen collection errors for all specimens received at our laboratory. These errors are recorded, reported on test results, and systematically reviewed with collection staff to prevent recurrence. For participating entities utilizing their own collection sites or subcontracted collection providers, our Field Operations team conducts periodic quality reviews, providing training and corrective action support to maintain collection excellence.

Analytical Quality Metrics
Quality control (QC) pass rates ensuring instrument performance meets acceptance criteria
Rerun/retest rates tracking specimens requiring repeated analysis
Proficiency testing performance through external validation programs
Calibration compliance verifying instrument accuracy
Corrected/amended report frequency measuring post-release result modifications

Performance Standard: Every analytical batch includes quality control samples that must meet strict CAP-compliant acceptance criteria before results are released. Our ability to detect significant clerical and analytical errors before reporting results is continuously monitored, with immediate corrective action protocols initiated when quality thresholds are not met.

Post-Analytical Quality Metrics
Customer satisfaction scores gathered through regular feedback mechanisms
Turnaround time compliance measured against guaranteed timeframes
Results accuracy validated through proficiency testing and inter-laboratory comparisons
Report completeness ensuring all required information is included
Customer service responsiveness tracking inquiry resolution times
Data-Driven Quality Improvement Process

Cordant's quality metrics are not merely tracking tools—they drive active improvement projects. Our Quality Improvement system operates through:

Weekly performance review meetings including the Laboratory Director, operational leadership, and quality management teams
Specific improvement goals and deadlines ensuring continuous and timely enhancement
Root cause analysis protocols when metrics fall below performance standards
Corrective and Preventive Action (CAPA) systems addressing identified issues systematically
Trend analysis identifying patterns that may indicate emerging quality risks

This structured approach ensures problems are identified early, corrective actions are implemented promptly, and preventive measures eliminate recurring issues.

Essential Quality Indicators

The following elements represent core components of Cordant's Quality Improvement system:

Licensure and Accreditation Compliance:

CAP and CLIA certification maintenance
External compliance audits with documented corrective actions
Internal compliance audits conducted quarterly
Proficiency testing participation in all tested analytes

Staff Competency Assurance:

Initial training with documented competency assessment
Competency verification after each newly learned skill
Periodic competency auditing according to laboratory accreditation guidelines
Standard Work protocol compliance audits by supervisors
Continuous performance assessment embedded in daily operations

Safety and Incident Management:

Safety incident tracking and trending
Corrective action documentation for all safety events
Preventative action implementation to eliminate future risks
Regular safety training and protocol updates

Chain of Custody Integrity:

Electronic and manual chain of custody audit trails
Tamper-evident packaging verification
Specimen tracking from collection through disposal
Legal defensibility standards maintained throughout

Cordant's commitment to measurable performance standards reflects our understanding that

		participating entities depend on accurate, timely, and reliable toxicology services to achieve their mission. Our quality management framework ensures we consistently deliver the service excellence that justice, treatment, and child welfare programs require.	

Table 7B: Criminal Justice, Legal, Corrections, Law Enforcement, and Behavioral Health Testing and Screening

Indicate below if the listed types or classes of Solutions are offered within your proposal. **In the Comments boxes provided, describe how your proposed solution(s) meet or exceed the category and/or sub-category.**

☐ We will not be submitting for Table 7B: Criminal Justice, Legal, Corrections, Law Enforcement, and Behavioral Health Testing and Screening

Line Item	Category or Type	Offered *	Comments	
77	Toxicology testing, forensic and diagnostic screening, and DNA analysis of bodily fluids, tissues, or other biological specimens.	◉ Yes ○ No	Yes. The types or classes of equipment, products, and services listed here are offered within our proposal, with the following exceptions/clarifications. Cordant provides solutions for the testing, screening, forensic or diagnostic analysis, and toxicology services on urine and oral fluid (saliva) collected from living human beings at our laboratories. Through or partner labs, Cordant provides testing solutions for hair and blood specimens. We do not offer solutions for the testing/screening or DNA analysis of other bodily fluids, tissues, or other biological specimens.	*
78	Court-admissible reporting, expert testimony, and compliance monitoring for individuals in probation, parole, diversion, or medical-assisted treatment (MAT) programs.	◉ Yes ○ No	Cordant Sentry™ provides legally defensible, court-admissible testing and reporting options for individuals in probation, parole, diversion, or medical-assisted treatment (MAT) programs. Sentry is an advanced drug testing management system that supports evidence-based practices and integrates randomization, notification, compliance monitoring, and reporting. It offers real-time notification of abnormal results, no-call/no-show alerts, randomization and IVR-based call-ins, group management for donors, and on-demand statistical reports showing trends and correlations. Results are accessible through a secure, HIPAA-compliant online web portal connected to our Laboratory Information Management System (LIMS), ensuring quick delivery and 24/7 access for authorized users. Sentry's reporting options include organizational, administrative, user, and donor-level reports, which can be customized to meet the specific needs of probation, parole, diversion, or MAT programs. These features ensure that all testing and reporting are legally defensible and suitable for court-admissible expert testimony and compliance monitoring. Cordant can provide deposition, documentation, testimony, and other administrative and court action support, as required. Our scientists, directors, and technical staff members can provide expert testimony on behalf of the participating entities, if needed to defend the veracity of our procedures and the accuracy and reliability of our test results. All requests for testimony or litigation support require a subpoena/court order, or waiver, and two (2) weeks prior notice. We follow all HIPAA requirements for the release of documents or experts for testimony. In-person and telephonic testimony are available. Litigation packets, sworn affidavits, and affidavit of record by certifying scientists can be provided. Our laboratories have designated legal support sites to ensure a timely and correct response. Factual and expert witnesses can be provided. All expert witnesses will be Board-Certified Toxicologists and/or PhD level Laboratory Directors.	*

Table 7C: Employment Related & Occupational Testing and Screening

Indicate below if the listed types or classes of Solutions are offered within your proposal. **In the Comments boxes provided, describe how your proposed solution(s) meet or exceed the category and/or sub-category.**

☐ We will not be submitting for Table 7C: Employment Related & Occupational Testing and Screening

Line Item	Category or Type	Offered *	Comments	
78	Laboratory-confirmed and point-of-collection (POCT) drug and alcohol testing (e.g., pre-employment, random, post-accident, DOT-compliant).	◉ Yes ○ No	Cordant Health Solutions provides a comprehensive solution for laboratory-confirmed and point-of-collection (POCT) drug and alcohol testing. We offer POCT testing devices for both urine and oral fluid, enabling immediate on-the-spot screening. These devices are designed for ease of use and can be shipped directly to our laboratories for legally defensible confirmation testing. POCT devices can be integrated into our specimen collection and chain-of-custody process, streamlining field testing and lab confirmation for maximum efficiency and legal defensibility.	*
79	Background checks and identity verification that are in conjunction with solutions in line 78.	○ Yes ◉ No	Cordant will not be offering background checks or identity verification in conjunction with line 78 solutions.	*
80	Occupational health assessments and regulatory exams.	○ Yes ◉ No	Cordant will not be offering occupational health assessments or regulatory exams.	*

Table 7D: Related Products and Services

Indicate below if the listed types or classes of Solutions are offered within your proposal. **In the Comments boxes provided, describe how your proposed solution(s) meet or exceed the category and/or sub-category.**

☐ We will not be submitting for Table 7D: Related Products and Services

Line Item	Category or Type	Offered *	Comments
81	Products and services related to Tables 7B and/or 7C above, such as test or sample kits and equipment, collection tools or devices, toxicology reagents, packaging, Medical Review Officer (MRO) services, chain-of-custody systems and documentation tools, mobile or on-site sample collection, technology solutions, system integration, training, support, and implementation services.	◉ Yes ◉ No	Cordant Health Solutions delivers an integrated, data-driven suite of products and services that fully meet and often exceed the requirements in the categories and sub-categories referenced. Our offering includes: Test and Sample Kits: We provide Quantisal™ oral fluid collection devices with volume adequacy indicators and tamper-proof urine specimen vials, including male and female wide-opening styles and optional female wands for user-friendly collections. Collection Tools and Devices: All specimen collection tools are designed for secure, reliable sample acquisition and include features to prevent leakage and ensure sample integrity. Toxicology Reagents: Our laboratory operates under CAP-FDT accreditation, maintaining validated methods and strict quality control for all reagents and testing processes. Packaging: Specimens are sealed in tamper-evident packaging with matching chain-of-custody numbers and barcodes, ensuring security and traceability throughout transport and testing. Chain-of-Custody Systems and Documentation Tools: We utilize both paper and electronic chain-of-custody forms, with dual unique identifiers and barcode tracking to minimize errors and maintain legal defensibility. Our system divides COC into external and internal domains, with comprehensive tracking from collection through lab processing to specimen destruction. Mobile and On-Site Sample Collection: Cordant operates Patient Service Centers (PSCs) and can provide mobile/on-site collection services, leveraging our experience in opening and operating PSCs tailored to client needs. Technology Solutions and Systems Integration: Cordant Sentry™ is our proprietary, HIPAA-compliant, web-based drug testing management application. It enables true randomization scheduling, customizable panels, robust reporting, and seamless integration of collection, testing, and reporting workflows. Sentry also supports electronic chain-of-custody management and real-time data access. Medical Review Officer (MRO) Services: While our primary focus is criminal justice and treatment provider testing, we have industry partners with certified staff capable of providing MRO services if required. Training, Support, and Implementation Services: We offer comprehensive training programs covering Cordant Sentry™, toxicology trends, specimen collection, and chain-of-custody procedures. Training is delivered via live web conference, in-person sessions, and online resource libraries. Customized quick reference guides and training manuals are available to support client workflows. Our client services team provides ongoing support, and our implementation ensures a seamless transition with no disruption to current services. Quality and Compliance: All staff meet or exceed certification standards, and laboratory operations follow SOPs for every aspect of testing, supported by ongoing training, compliance audits, and continuous process improvement. These integrated solutions are designed to deliver accurate, defensible results, streamline operations, and provide flexible, comprehensive support for all aspects of toxicology testing and program management.

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.”

- Pricing - Cordant Pricing Sourcewell.pdf - Monday October 13, 2025 15:51:09
- Financial Strength and Stability - Cordant Financial Strength and Stability.zip - Friday October 10, 2025 14:35:06
- Marketing Plan/Samples - Cordant Marketing Plan and Samples.pdf - Monday October 13, 2025 22:23:49
- WMBE/MBE/SBE or Related Certificates (optional)
- Standard Transaction Document Samples - Standard Transaction Document Samples.zip - Monday October 13, 2025 15:53:06
- Requested Exceptions - Cordant Redlines RFP 101425 Laboratory Toxicology Testing Master Agreement.pdf - Friday October 10, 2025 19:35:18
- Upload Additional Document - Additional Documents - Value Added Attributes.zip - Tuesday October 14, 2025 11:45:29

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. - Jordanna Chaille, Senior Proposal Manager, Technical Resource Management LLC dba Cordant Health Solutions

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
Addendum4_Laboratory_Toxicology_RFP101425 Fri October 3 2025 01:22 PM	☑	2
Addendum3_Laboratory_Toxicology_RFP101425 Wed October 1 2025 04:04 PM	☑	2
Addendum2_Laboratory_Toxicology_RFP101425 Mon September 29 2025 11:53 AM	☑	1
Addendum1_Laboratory_Toxicology_RFP101425 Mon September 15 2025 12:12 PM	☑	1