

Form C

**EXCEPTIONS TO PROPOSAL, TERMS, CONDITIONS,
AND SOLUTIONS REQUEST**



Company Name: Computer Aid, Inc.

Any exceptions to the terms, conditions, specifications, or proposal forms contained in this RFP must be noted in writing and included with the Proposer's response. The Proposer acknowledges that the exceptions listed may or may not be accepted by NJPA or included in the final contract. NJPA will make reasonable efforts to accommodate the listed exceptions and may clarify the exceptions in the appropriate section below.

Section/page	Term, Condition, or Specification	Exception	NJPA ACCEPTS
N/A	N/A	N/A	

Proposer's Signature: James P. Cooney Date: 2/8/2017

NJPA's clarification on exceptions listed above:



Contract Award
RFP #020817

FORM D



Formal Offering of Proposal
(To be completed only by the Proposer)

MANAGED SERVICE PROVIDER (MSP) FOR INFORMATION TECHNOLOGY AND I.T. STAFF
AUGMENTATION

In compliance with the Request for Proposal (RFP) for MANAGED SERVICE PROVIDER (MSP) FOR INFORMATION TECHNOLOGY AND I.T. STAFF AUGMENTATION, the undersigned warrants that the Proposer has examined this RFP and, being familiar with all of the instructions, terms and conditions, general and technical specifications, sales and service expectations, and any special terms, agrees to furnish the defined products and related services in full compliance with all terms and conditions of this RFP, any applicable amendments of this RFP, and all Proposer's response documentation. The Proposer further understands that it accepts the full responsibility as the sole source of solutions proposed in this RFP response and that the Proposer accepts responsibility for any subcontractors used to fulfill this proposal.

Company Name: Computer Aid, Inc. Date: 2/8/2017

Company Address: 470 Friendship Road

City: Harrisburg State: PA Zip: 17111

Contact Person: James P. Cooney Title: EVP - Business Operations – Public Sector

Authorized Signature:  James P. Cooney
(Name printed or typed)

FORM E
CONTRACT ACCEPTANCE AND AWARD



(Top portion of this form will be completed by NJPA if the vendor is awarded a contract. The vendor should complete the vendor authorized signatures as part of the RFP response.)

NJPA Contract #: 020817-CAI

Proposer's full legal name: Computer Aid, Inc.

Based on NJPA's evaluation of your proposal, you have been awarded a contract. As an awarded vendor, you agree to provide the products and services contained in your proposal and to meet all of the terms and conditions set forth in this RFP, in any amendments to this RFP, and in any exceptions that are accepted by NJPA.

The effective date of the Contract will be March 3, 2017 and will expire on March 3, 2021 (no later than the later of four years from the expiration date of the currently awarded contract or four years from the date that the NJPA Chief Procurement Officer awards the Contract). This Contract may be extended for a fifth year at NJPA's discretion.

NJPA Authorized Signatures:



NJPA DIRECTOR OF COOPERATIVE CONTRACTS
AND PROCUREMENT/CEO SIGNATURE

Jeremy Schwartz
(NAME PRINTED OR TYPED)



NJPA EXECUTIVE DIRECTOR/CEO SIGNATURE

Chad Coquette
(NAME PRINTED OR TYPED)

Awarded on March 3, 2017

NJPA Contract # 020817-CAI

Vendor Authorized Signatures:

The Vendor hereby accepts this Contract award, including all accepted exceptions and amendments.

Vendor Name Computer Aid, Inc.

Authorized Signatory's Title Executive Vice President



VENDOR AUTHORIZED SIGNATURE

JAMES P. COONEY

(NAME PRINTED OR TYPED)

Executed on March 3, 2017

NJPA Contract # 020817-CAI

PROPOSER ASSURANCE OF COMPLIANCE



Proposal Affidavit Signature Page

PROPOSER'S AFFIDAVIT

The undersigned, authorized representative of the entity submitting the foregoing proposal (the "Proposer"), swears that the following statements are true to the best of his or her knowledge.

1. The Proposer is submitting its proposal under its true and correct name, the Proposer has been properly originated and legally exists in good standing in its state of residence, the Proposer possesses, or will possess before delivering any products and related services, all applicable licenses necessary for such delivery to NJPA members agencies. The undersigned affirms that he or she is authorized to act on behalf of, and to legally bind the Proposer to the terms in this Contract.
2. The Proposer, or any person representing the Proposer, has not directly or indirectly entered into any agreement or arrangement with any other vendor or supplier, any official or employee of NJPA, or any person, firm, or corporation under contract with NJPA, in an effort to influence the pricing, terms, or conditions relating to this RFP in any way that adversely affects the free and open competition for a Contract award under this RFP.
3. The Proposer has examined and understands the terms, conditions, scope, contract opportunity, specifications request, and other documents in this solicitation and affirms that any and all exceptions have been noted in writing and have been included with the Proposer's RFP response.
4. The Proposer will, if awarded a Contract, provide to NJPA Members the /products and services in accordance with the terms, conditions, and scope of this RFP, with the Proposer-offered specifications, and with the other documents in this solicitation.
5. The Proposer agrees to deliver products and services through valid contracts, purchase orders, or means that are acceptable to NJPA Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to NJPA Members under an awarded Contract.
6. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
7. The Proposer understands that NJPA will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statute §13.591, Subd. 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals generally become public data. Minnesota Statute §13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
8. The Proposer understands that it is the Proposer's duty to protect information that it considers nonpublic, and it agrees to defend and indemnify NJPA for reasonable measures that NJPA takes to uphold such a data designation.

[The rest of this page has been left intentionally blank. Signature page below]

By signing below, Proposer is acknowledging that he or she has read, understands, and agrees to comply with the terms and conditions specified above.

Company Name: Computer Aid, Inc.

Address: 470 Friendship Road

City/State/Zip: Harrisburg PA 17111

Telephone Number: 717 651 3075

E-mail Address: jim_cooney@compaid.com

Authorized Signature: *James P. Cooney*

Authorized Name (printed): James P. Cooney

Title: EVP, Business Operations – Public Sector

Date: 2/8/2017

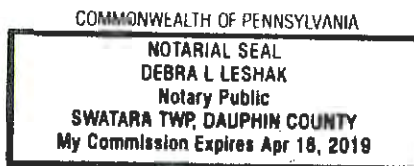
Notarized

Subscribed and sworn to before me this 8th day of February, 2017

Notary Public in and for the County of Dauphin State of Pennsylvania

My commission expires: April 18, 2019

Signature: *Debra L. Leshak*





Form P

PROPOSER QUESTIONNAIRE

Payment Terms, Warranty, Products and Services, Pricing and Delivery, and Industry-Specific Questions

Proposer Name: Computer Aid, Inc.

Questionnaire completed by: Nigel Hopkinson, Proposal Manager

Payment Terms and Financing Options

- 1) What are your payment terms (e.g., net 10, net 30)?

CAI's standard payment terms are Net 30. However, we understand that NJPA Members may have differing requirements for payment terms and therefore we are flexible dependent on Member purchasing guidelines or requirements. Payment terms will be finalized in each Participating Addendum.

- 2) Do you provide leasing or financing options, especially those options that schools and governmental entities may need to use in order to make certain acquisitions?

Not applicable to the services we are proposing.

- 3) Briefly describe your proposed order process. Please include enough detail to support your ability to report quarterly sales to NJPA. For example, indicate whether your dealer network is included in your response and whether each dealer (or some other entity) will process the NJPA Members' purchase orders.

To avoid repetition, please see response to **Form P, Question 20**. The response discusses our approach to screening and reviewing resources; however, before that activity can occur a requisition must be generated. Steps 1 and 2 in , page 9, describe the initial consultation and how the order process originates. The order is placed into the PeopleFluent® VMS tool by the NJPA Member. CAI validates the order and then it is disseminated by the VMS tool to the supplier network. Suppliers submit resources via PeopleFluent® and CAI screens and forwards relevant resumes to the NJPA Member. The NJPA Member selects resources for interview and CAI coordinates the process. Chosen candidates are on-boarded with the supplier providing additional help such as gathering documentation, background checks, and other items from the chosen resource. Following the resource's start date, the CAI Account Manager consults with the NJPA Member to make sure the resource is providing the necessary skills.

As part of our full service model, CAI processes all purchase orders directly. The POs are not handled by the supplier.

- 4) Do you accept the P-card procurement and payment process? If so, is there any additional cost to NJPA Members for using this process?

Yes. CAI is able to accept the P-card procurement and payment process. However it is to be noted that fees may apply in the use of the P-card. We will work with each NJPA Member to understand their procurement guidelines and how the guidelines apply to transactions under the NJPA Contract. Applicable P-card fees will be resolved in the Participating Agreement.

Warranty

- 5) Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may include in your response a copy of your warranties, but at a minimum please also answer the following questions.

- Do your warranties cover all products, parts, and labor?
- Do your warranties impose usage restrictions or other limitations that adversely affect coverage?
- Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?
- Are there any geographic regions of the United States for which you cannot provide a certified technician to perform warranty repairs? How will NJPA Members in these regions be provided service for warranty repair?
- Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?
- What are your proposed exchange and return programs and policies?

Question 5 is not directly applicable as currently worded for an MSP program. However, CAI does offer a probation period for the contingent labor services we will provide under this Contract. Typically an MSP offers a probation period of five days or less for contingent labor. However, CAI is extremely confident in its processes and therefore proposes an extended candidate probation period of **10 days** in order to offer the agency managers an ample window of time to assess each candidate's performance. The workflow shows an additional step to support this guarantee process. Within five to seven days of the candidate's start date, the Account Manager will be in contact with the NJPA Member Hiring Manager to conduct a performance assessment. The results will be documented in PeopleFluent® and communicated to the employer.

If the candidate resigns or is terminated within the first 10 days, CAI will not bill for the hours worked.

- 6) Describe any service contract options for the items included in your proposal.

CAI is able to provide SOW projects as an option. An example of an SOW project is one where a team of resources is on-boarded to complete a specific project or piece of work. The vendor manages the team and billing is done based on time and materials hours worked. The process is described further in **Form P, Question 32**.

Pricing, Delivery, Audits, and Administrative Fee

- 7) Provide a general narrative description of the equipment/products and related services you are offering in your proposal.

In order to retain as much brevity as possible, please refer to **Form A, Question 3** for a complete description of services offered in our proposal.

- 8) Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the NJPA discounted price) on all of the items that you want NJPA to consider as part of your RFP response. Provide a SKU for each item in your proposal. (Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract. See the body of the RFP and the Price and Product Change Request Form for more detail.)

We propose a pricing model using research data gathered by ERI that is competitive and realistically reflects local labor compensation requirements across the regions and states. We also propose a pricing model that allows NJPA to support its Canadian Members. There is no industry standard pricing, so therefore, no NJPA discounted price is offered.

For a contract that is used to acquire resources to perform services, items are not associated to a SKU but rather a job title. CAI proposes a list of industry relevant job titles grouped by functional area that are broad enough to encompass the needs of any IT organization. Members will select one of three pricing 'financial tiers' which will align them more closely with pricing for their location. See response to **Form P, Question 25** for details on the use of ERI data to determine our pricing of these job titles.

- 9) Please quantify the discount range presented in this response. For example, indicate that the pricing in your response represents is a 50% percent discount from the MSRP or your published list.

CAI has provided a tailored pricing solution for NJPA with a not-to-exceed rate card. The pricing is based upon time and materials and customized to labor categories and geography.

MSRP does not apply to IT MSP services. We do not provide MSRP or published list prices; therefore we do not have a scale to discount against. Our pricing proposal is presented against the very latest pricing data provided by ERI.

10) The pricing offered in this proposal is

- ☐ a. the same as the Proposer typically offers to an individual municipality, university, or school district.
- ☐ b. the same as the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.
- ☒ c. better than the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.
- ☐ d. other than what the Proposer typically offers (please describe).

11) Describe any quantity or volume discounts or rebate programs that you offer.

CAI is able to provide discounts based on volume of engagements. Upon reaching specific thresholds, CAI can provide a rebate for usage. This will be determined during the kickoff with each NJPA Member so that we can set the thresholds based on expected requirements.

The rebates will be returned at the highest organization level and the organization will reimburse the particular entity that used the service.

12) Propose a method of facilitating "sourced" products or related services, which may be referred to as "open market" items or "nonstandard options". 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.

CAI is able to provide 'sourced' services. CAI determines this as the NJPA Member requesting a specifically named resource with whom they are familiar. We will ask the supplier who represents the resource to provide availability and if the requested resource is available the resource can be engaged. The PO process and payments remain the same according to the rate card.

In some instances an exception is required when a labor category may not meet the requirements of the NJPA Member. Our rate card is very broad with the goal of encompassing all potential requirements; however, should a new skill set be needed we will quote on an individual basis using pricing data from available resources. The new labor category can then be added to the NJPA Member's rate card.

13) Identify any total cost of acquisition costs that are **NOT** included in the pricing submitted with your response. This cost includes all additional charges that are not directly identified as freight or shipping charges. For example, list costs for items like installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.

All pricing is included in the pricing proposal. No additional costs associated with any services for implementation and installation, training, delivery and shipping, or otherwise are to be expected.

14) If delivery or shipping is an additional cost to the NJPA Member, describe in detail the complete shipping and delivery program.

Delivery and shipping costs are not applicable to the services CAI is proposing on this Contract.

15) Specifically describe those shipping and delivery programs for Alaska, Hawaii, Canada, or any offshore delivery.

To provide the services described in Question 7, above, CAI's process only differs in that Canadian delivery requires a change in payment and billing activity due to the value of the Canadian dollar.

Provision of services to Alaska and Hawaii may be affected by the ability to find local staff that has the skill sets to meet the NJPA Member requirements. In some instances the NJPA Member will have to allow for a travel budget or for the resource to work remotely in order to find the correct skill set. Travel expenses can be submitted to allow for auditing and Member policy requirements for travel and reimbursement.

As the RFP reflects the potential interest and usage by Canadian provinces, CAI will establish a 'provisional' rate card based upon the same proposed labor categories for the U.S. market, but using current Canadian labor rates. However, CAI would suggest that an approach to Canadian and foreign markets would be to agree to a currency exchange rate at the start of each Participating Addendum which will then be in place throughout the period of performance. Should a Participating Addendum be renegotiated, extended, or change in requirements be requested, CAI and the NJPA Member will reevaluate the exchange rate to ensure that the rate is being best reflected. This approach allows for fluctuation in the currencies being used and will serve the best interest of the NJPA Member, who may not wish to be locked in to be set rates for the entire four years.

16) Describe any unique distribution and/or delivery methods or options offered in your proposal.

CAI's proposed model is based upon an open enrollment supplier pool that is nationwide and non-restrictive. Upon meeting basic business approval criteria, CAI will on-board any and all suppliers who can provide the skill sets identified by NJPA. This approach allows us to capture significant small and disadvantaged business participation from across the country.

17) Please specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with NJPA. This process includes ensuring that NJPA Members obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to NJPA.

CAI has self-audit methods used throughout our process to ensure compliance to our contract.

Rate Validation - The contractual rates are loaded into the PeopleFluent® VMS application and will prefill on the requirements when they are submitted. This ensures no deviation from the rates associated with the various job titles per our contract with the NJPA Members. When a requirement proceeds through the approval workflow, the CAI Account Manager once again validates the rates based on the selected job title. A requirement will be rejected and returned if the rate is out of compliance. Finally when a resource is selected and engaged within the VMS, the rates are once again validated to ensure both the NJPA Member is being charged at the contractual rates and the vendor supplying the resource is being paid at the contractual rates.

Sales Reporting – All sales reporting will be facilitated via CAI's financial system, Microsoft Dynamics (DAX). DAX includes reporting features that flag unprocessed sales data. This information is reviewed before the Sales Reporting is completed to ensure all sales are properly processed. In addition, the sales report is reviewed and validated each month by a member of the MSP Analytics Team, ensuring the proper fee is being applied.

18) Identify a proposed administrative fee that you will pay to NJPA for facilitating, managing, and promoting the NJPA Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor's sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member's cost of goods. (See RFP Section 6.29 and following for details.)

CAI is proposing a 1% NJPA administrative fee to be calculated as a percentage of Vendor's sales under the Contract.

Industry-Specific Questions

19) Regarding background checks on your contractor candidates:

- a. Describe the frequency with which you conduct contractor background checks.
- b. Describe the types of background checks you conduct.
- c. Describe what access (if any) NJPA and its Members have to background check information as part of contracting with your company.

We ensure that all required background checks for selected resources are completed and stored within the Compliance Manager function of the proposed PeopleFluent® VMS. This feature provides the necessary checks and balances within the process to ensure that no candidate reaches an NJPA Member without background check criteria being met. CAI follows a specific process that is tied into the PeopleFluent® VMS. By tying our process to the VMS tool we can ensure that each stage is completed

before we move to the next one. A series of checks ensures this happens, and therefore we are able to greatly reduce risk in providing an unsuitable resource.

Figure 1 describes the workflow starting from a requisition by the Hiring Manager where they select compliance items through to a resource being engaged and ready to start work. The NJPA Member stipulates which background check(s) they require being included; this is noted in the position description sent to the supplier pool. As mentioned before, failure to provide evidence of completed background checks restricts the resource from moving further in the process.

Cost for background checks are carried by the individual supplier. Each supplier may have differing costs associated for the same checks depending on location, type used, or provider of the background check services.

CAI's Background Check Process

CAI will use the Compliance Manager function of the proposed VMS, Peoplefluent®, to ensure the successful completion of background checks for Key Personnel and any support personnel that become part of the delivery team during the period of performance.

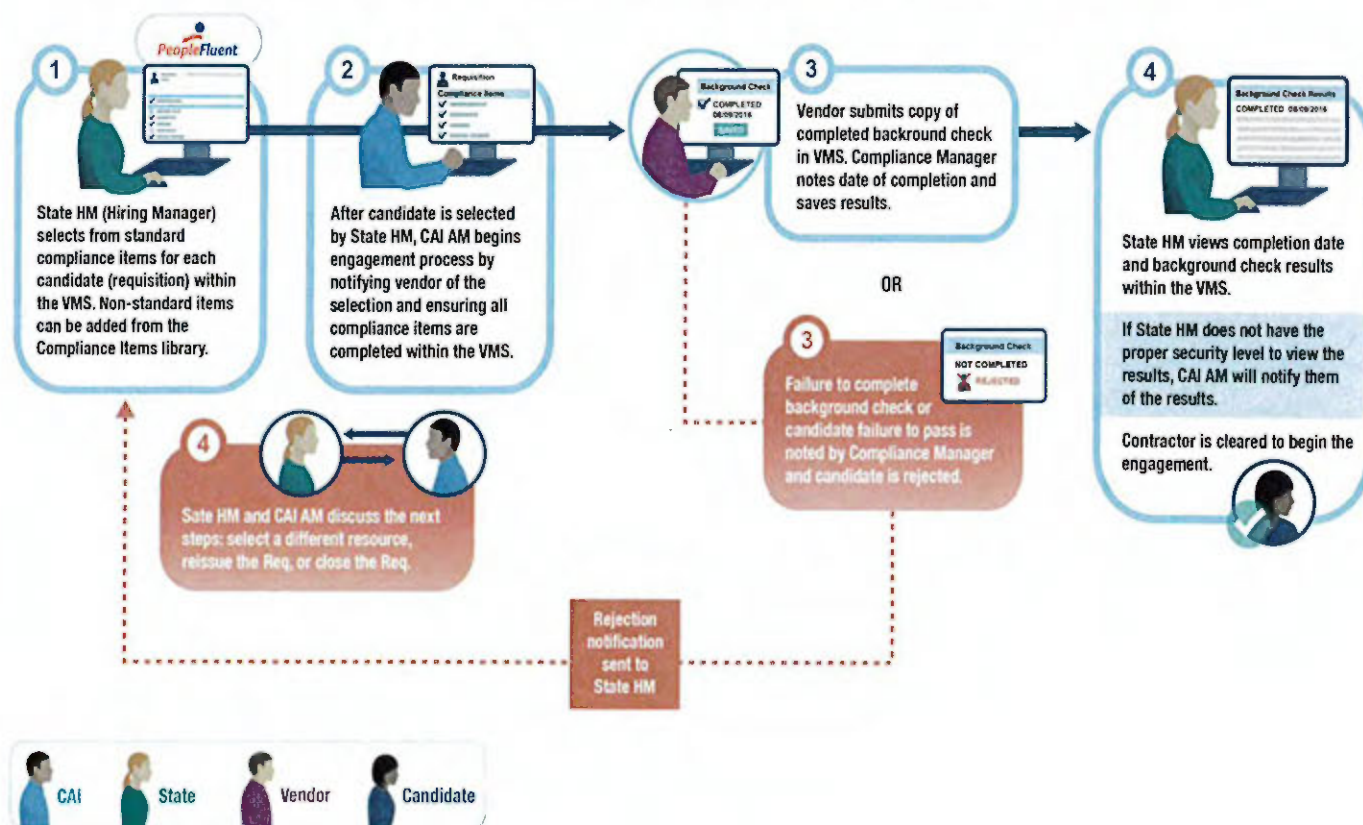


Figure 1: CAI Background Check Process

To the best of its ability, CAI will provide through its suppliers qualified, skilled candidates who are able to work in NJPA's environment without introducing any kind of security risk to the NJPA's mission, its employees, or population. CAI brings a team of suppliers that understand the importance of this requirement. In establishing the contractual relationship with each proposed supplier, we will reinforce that they perform and maintain screening and background checks for each submitted candidate through the Subcontracting Agreement. Each supplier will be fully trained in the use of PeopleFluent® so that no mistakes are made when uploading resource background check information.

CAI can provide background checks against multiple items depending upon what the NJPA Member requires. Such items may include:

- Employment verification
- Educational verification
- License verification
- Tax payment check
- Reference check
- Past employment check
- Criminal history check
- Sex Offender Registry check
- Court records check
- National Criminal Database history check
- Drug testing
- eVerify

To make certain that we fulfill the background check requirements completely and accurately, CAI utilizes the Compliance Manager functionality within PeopleFluent® to track the completion of tasks within the application. Compliance Manager tracks the date of completion of each check and stores the background check results. A standard list of compliance items that a Hiring Manager can select from is configured on each requisition within the VMS. In addition, non-standard items can be selected from a library of compliance items. A Hiring Manager can select the particular compliance items that are appropriate for each individual requisition.

Other sensitive information may be contained on the background check results; therefore, the ability to view the details of a background check can be configured within PeopleFluent®. We are able to set security restrictions for each user to control access to information. If the Hiring Manager does not have the correct security designation to view the information, the CAI Account Manager will notify the Hiring Manager of the results. Otherwise, the Hiring Manager is able to see the completion date and background check results within PeopleFluent® VMS. The Compliance Manager will prohibit the engagement of a candidate within PeopleFluent® if the background checks have not been successfully completed.

By utilizing Compliance Manager to store the completion date of all required background checks, as shown below in Figure 2, CAI is able to monitor the expiration of each engaged candidate's annual background check and proactively request that the supplier provide updated background check results for their resource.

Requisition

Reports To

John Smith

Req. Status

Pending approval

Start Date

05/02/2016

End Date

12/31/2016

LARA - NET Programmer 3 (42766)

Job Selection

Details

Skills

Compliance

Candidates

Distribution

Reference

ApprovalHistory

This section outlines Compliance and/or On/Offboarding tasks that will need to be completed as part of the Candidate Submission and/or Engagement process.

Selected	Group Name	Details	Linked	Global
<input checked="" type="checkbox"/>	Standard Onboarding Items			Yes
<input checked="" type="checkbox"/>	Background Check	Vendor	Engagement Start Date	3601
<input type="checkbox"/>	Agency-Specific Forms			No
<input type="checkbox"/>	Credit Check	Vendor	Before Engagement	3632
<input type="checkbox"/>	Drug Test	Vendor	Before Engagement	3631
<input type="checkbox"/>	e-Verify Initial Case Result	Vendor	Engagement Start Date	3600
<input type="checkbox"/>	Fingerprinting	Vendor	Engagement Start Date	3633
<input type="checkbox"/>	Non-Disclosure Agreement	Vendor	Engagement Start Date	3602

Page 1 of 1

Displaying 1 - 2 of 2

Figure 2: Background Check Detail Screen

The Compliance Manager configuration also brings the benefit of replacing paper trails, using the system to store auditable information for things such as background checks. The VMS can replace “paper” checklists and can generate email notifications and alerts when items are due or need to be renewed. The Compliance Manager functionality actually prohibits engaging a candidate if all pre-engagement on-boarding tasks are not completed. For example, as part of contractor on-boarding procedures, CAI requests a national criminal background check be provided by the supplier prior to a candidate being able to begin an engagement. The supplier submits a copy of this background check for validation to the CAI Account Manager. CAI reviews it to ensure that it is an acceptable screening and that there are no issues. CAI alerts the agency that the screening has been received and is acceptable, and the contractor is cleared to begin assignment.

Through the PeopleFluent® Compliance Manager function, we are also able to flag the background check information on the engagement details by marking it complete along with the date of completion. Completed Background Check information is stored on the candidate record in PeopleFluent®, as shown in Figure 3.

If a candidate fails to pass any of the required background checks for a specific requisition, it is noted within Compliance Manager and the candidate is rejected. The rejection notification email is sent to the Hiring Manager, ensuring he/she is kept apprised of the status of the candidate. The Hiring Manager and the CAI Account Manager discuss the next steps in fulfillment of the requirement, whether that be selecting a different resource, reissuing the requirement, or closing the requirement. For engaged resources actively working against a requirement, compliance items including background checks are performed again prior to the documented expiration dates. If an engaged resource now fails to pass the background check or CAI becomes aware at any time of security issues surrounding them, they are disengaged and removed from the NJPA's facilities. The CAI Account Manager works closely with the Hiring Manager to ensure that the resource removal is completed with as little disruption as possible.

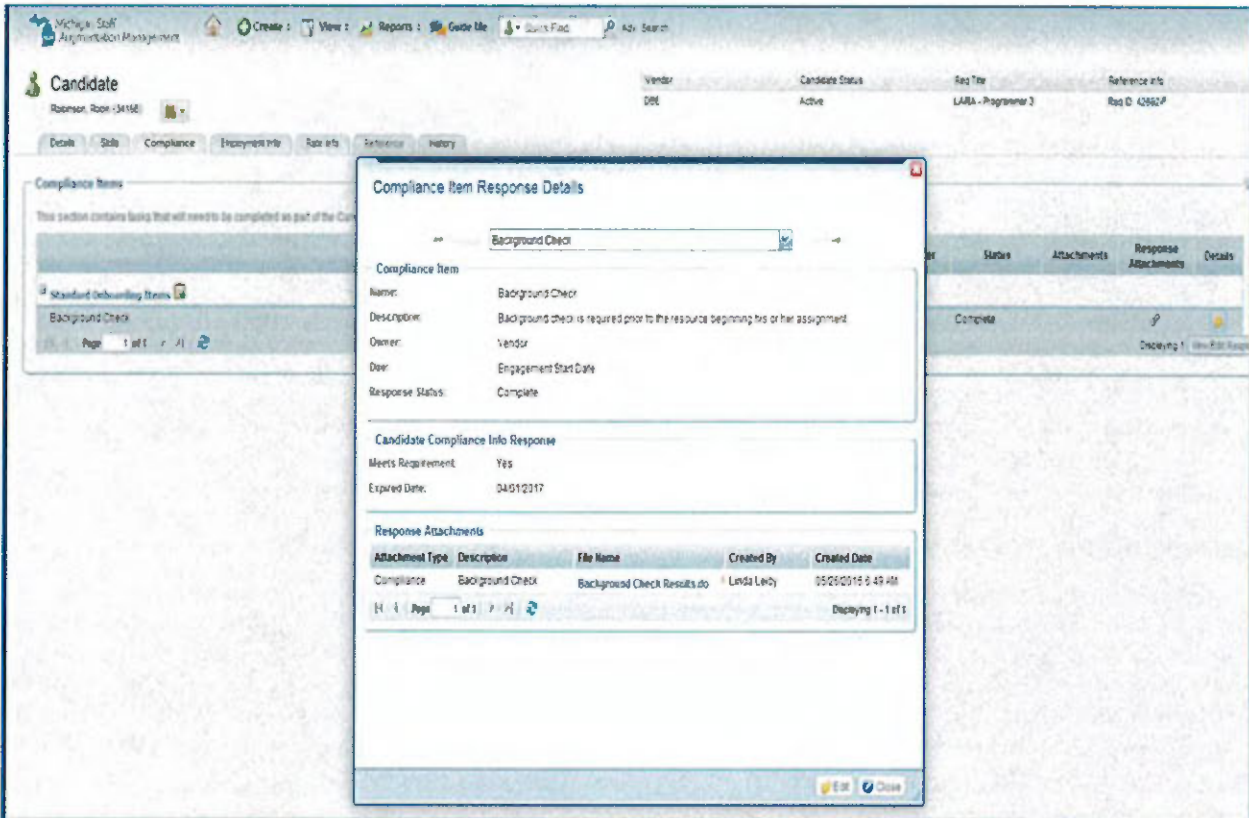


Figure 3: PeopleFluent® Candidate Compliance Screen

20) Define your process for screening and interviewing contractor candidates.

A full-service model managed by CAI is the best way to ensure quality and consistency of service while meeting the NJPA's objectives and service level requirements. This begins with getting to know the agencies and departments within the NJPA and other Members and understanding each of their unique needs. This is achieved through consultation and interaction, helping NJPA develop precise requirements within the VMS. CAI's Account Management Teams have substantial experience that allows them to quickly understand agency demands, challenges, and technologies. We are experienced with building teams in line with requirements of each client we support.

The experience of our Account Management Team also enhances the candidate selection process. We understand what to look for in a candidate, how to differentiate their practical experience from their resume, and offer guidance to the Hiring Managers regarding how best to conduct interviews so that they can fully understand the capability of the resource presented.

CAI's MSP program is a tailored solution. Although there are similarities across service provision, each NJPA Member will have specific requirements to be met, certain metrics to be performed to, and differing market influences that affect the candidate base and financial capacity of the client. CAI understands the unique position that the NJPA Member finds itself in: local IT professionals moving out of the area and migrating to IT hotbeds, as well as the lure of the Federal market with higher profile roles and increased salaries.

To meet the requirements of the NJPA Member, CAI understands that the following process for candidate selection will form the basis of each engagement. This process will become part of the developed standard operating procedures and, where appropriate, incorporated into the PeopleFluent® VMS system to record metrics.

- The NJPA Member may conduct or request skills assessment through various mediums of candidate(s) shortlisted.

- Candidate(s) may be rejected for any reason and a further batch of resumes requested.
- If no resumes meet requirements from the second batch of resumes, resumes will be returned and NJPA Member will notify the Member Contract Coordinator.
- CAI proposes a 10-day probation period to replace the resource if they are deemed unsuitable. We believe this provides NJPA Members a more suitable period of time to evaluate resource capabilities.
- A replacement resource will not be billed for the first five business days if the replacement candidate comes from the original supplier.

Figure 4, and the verbiage that follows, describes how each step in the workflow is facilitated with the PeopleFluent® VMS tool.

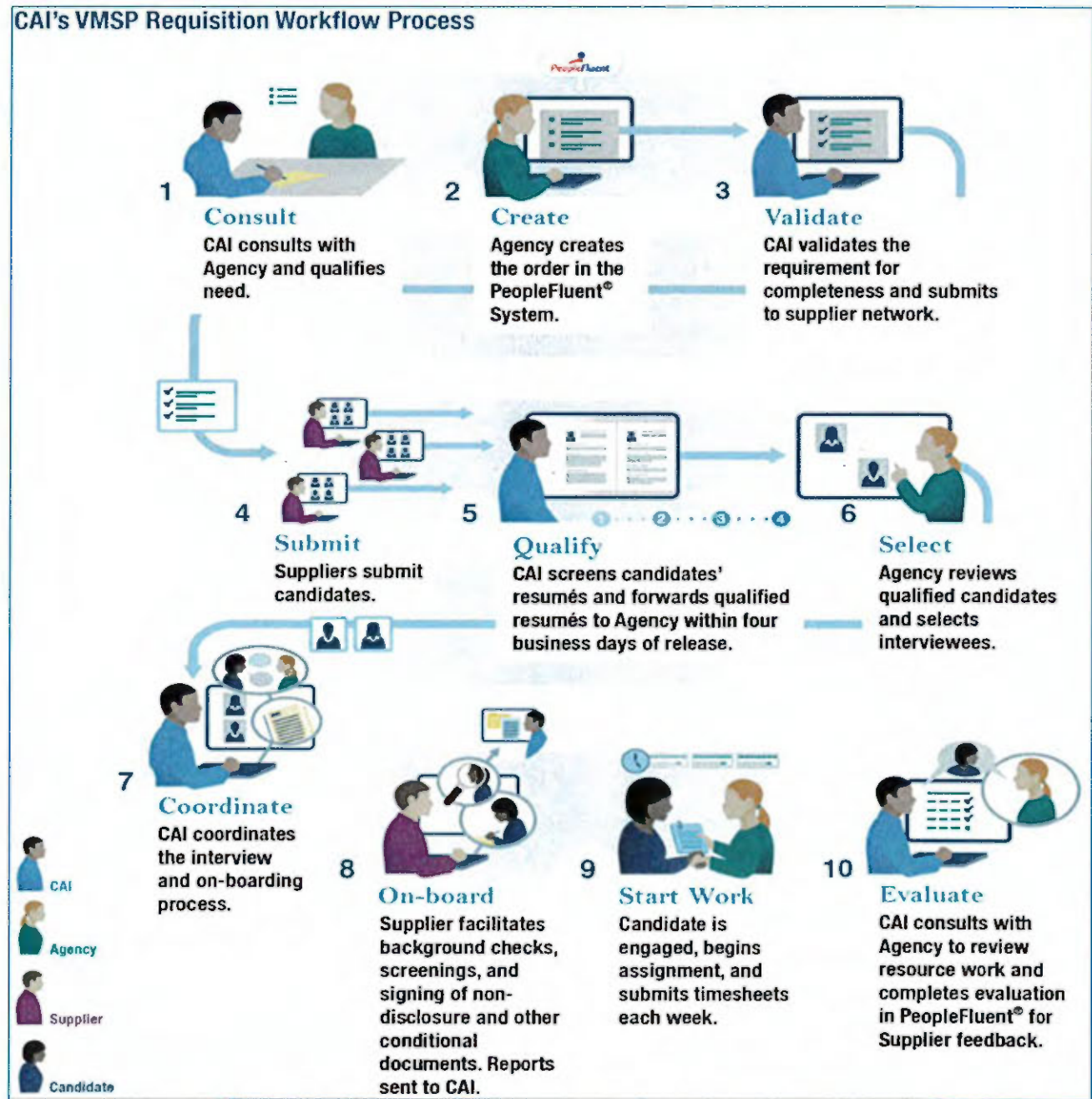


Figure 4: Lifecycle of a Requisition

1 Consult



CAI consults with Agency and qualifies need.

The Hiring Manager contacts the CAI Account Manager to discuss needs. The Account Manager works locally to provide guidance to develop a cost-effective recommendation for the job title and skill category. This enables the agency to begin the funding process. The goal is to make sure the requisition accurately states the needed candidate qualifications.

If required by the Member, the Account Manager works with the agency to ensure that the PO is received before releasing the requisitions to the network.

2 Create



Agency creates the order in the PeopleFluent® System.

The PeopleFluent® tool makes creating a requisition easy. Working with the requisition in PeopleFluent®, the Hiring Manager chooses a job title from the list of templates, which include generic skills, pre-filled with specific data based on what the user enters into the requisition. The Hiring Manager modifies the generic and pre-filled info as needed, and specifies the duration of the engagement. If required, the established hourly rate can be pre-filled based on geography, labor category, and skill set.

3 Validate



CAI validates the requirement for completeness and submits to supplier network.

After reviewing and validating the approved requisition, the Account Manager releases the requisition to the Supplier Network.

The VMS tool automatically sends an email notification to all Suppliers when a new requisition has been released.

Hiring Managers can see the status of requisitions via the Requisition Summary Screen, shown in Figure 5.

Requisition Summary							
Active Requisitions							
Action	Requisition Title	Req. ID	Req. Status	# Openings	Active Candidates	Req. Created	Client Region
	PERMDOT - Sr. Business S.	378850	Open	1	0	08/20/14 12:29 pm	CWOPA
	PERMDOT - Sr. Business S.	378826	Open	1	0	08/20/14 12:24 pm	CWOPA
	Permdot - Technical Spa	378551	Open	1	0	08/19/14 10:17 am	CWOPA
	PERMDOT - Technical Spa	378557	Open	1	0	08/19/14 10:58 am	CWOPA
	DPW Programmer 3 - Act	378373	Open	1	11	08/15/14 13:22 pm	CWOPA
	DPW - PRS - Sr. Web Dev	378245	Open	1	42	08/15/14 11:37 pm	CWOPA
	PERMDOT - Bus. Assp. Desk	377450	Interviews occurring	1	41	08/07/14 11:24 pm	CWOPA
	Auditor General - Product	377309	Interviews occurring	1	40	08/06/14 12:25 pm	CWOPA
	QA/QC - Product Specialist	377238	Open	1	1	08/06/14 10:14 am	CWOPA
	PERMDOT - Programmer 4	376832	Interviews occurring	1	39	07/29/14 10:40 am	CWOPA
	PTC Technical Specialist 3	376174	Open	1	2	07/30/14 14:19 pm	CWOPA
	DCED Product Specialist 4	376163	Interviews occurring	1	38	07/20/14 12:12 pm	CWOPA
	DCMR Technical Specialist 5	376101	Open	1	1	07/30/14 11:14 am	CWOPA
	Auditor General - Product	375642	Interviews occurring	1	50	07/23/14 11:57 pm	CWOPA
	Permdot - Sr. Architect 1	374602	Interviews occurring	1	28	07/15/14 11:28 pm	CWOPA
	PERMDOT BPO - PS3 - C/S S.	374452	Interviews occurring	1	29	07/14/14 10:48 am	CWOPA
	Permdot - SAS - BD TSM	374307	Interviews occurring	1	11	07/11/14 10:14 pm	CWOPA
	DEP - Tech Spec 4 - Direct	371874	Interviews occurring	1	109	06/13/14 12:37 pm	CWOPA
	PDE Support Analyst - PWS	371698	Open	1	30	06/16/14 11:49 pm	CWOPA

Figure 5: Requisition Screen Summary

CAI VMSP Delivering Quality and Value Tricks of the Trade

Most active participating firms will have a pipeline of pre-screened candidates, including background checks and employment verification. Our most active and successful suppliers closely monitor the weekly email describing anticipated requirements and will respond to the requisition within hours of its release to the network.

We help prepare our suppliers to spring into action.

4 Submit



Suppliers submit candidates.

Suppliers submit their candidates using PeopleFluent®, entering responses to a standard set of information for the Supplier to affirm, such as skills of the candidate and/or availability. The Supplier must note the number of years of experience for each skill required.

Suppliers upload candidate résumés using the VMS tool.

Suppliers can save candidate submission information in progress, submitting the candidate to a PeopleFluent® requisition when ready. In addition, the Supplier ensures that the candidate completes and submits the Electronic Right to Represent (E-RTR).

5 Qualify



CAI screens candidates' résumés and forwards qualified résumés to Agency within four business days of release.

The Account Manager reviews the candidate résumés and phone screens the candidates to validate their experience with the required and desired skills listed in the requisition; and their availability for the work location and start dates. The candidates must verbally validate the supplier who has submitted them for the position and that must match the E-RTR submissions (along with the E-RTR mailbox).

Within PeopleFluent®, the Account Manager documents the results of the screening and forwards the candidates.

Details of the candidate screening process:

- Account Managers review the PeopleFluent® VMS submission and the résumé to determine whether the submission is complete and the candidate's skills match the job requisition. Account Manager screening notes are logged in the VMS.
- The Account Manager searches the PeopleFluent® VMS to determine whether a candidate is currently engaged or has successfully completed past engagements.
- The Account Manager checks a designated email mailbox for the E-RTR form from the submitted candidate. If the emailed form has the accurate time stamp, originating from the submitted candidate's email address, the Account Manager moves forward with the screening. If not, the candidate is rejected.
- Using the PeopleFluent® VMS, the Account Manager can perform a side-by-side comparison of candidates which helps to rank them by matching the vendor-provided information about the candidate with the job requirements.
- The Account Manager continues the review and screening process by calling the candidates and speaking to them directly; then, the best qualified candidates are forwarded to the State to interview.

6 Select



Agency reviews qualified candidates and selects interviewees.

Using PeopleFluent®, the Agency Hiring Manager can perform a side-by-side comparison of candidates which helps decide which candidates to interview. The Hiring Manager interviews and performs a technical screening of candidates. In most cases, CAI Account Managers present the candidates in person by introducing them to the Hiring Manager prior to interviews.

Upon selection, the Agency Hiring Manager notifies the Account Manager of their choice. This can be done directly in the VMS tool via an engagement request which will generate an alert to the CAI Account Manager. The Agency Hiring Manager may also send an email directly to the Account Manager providing details of the selection. The Account Manager informs the Suppliers of the choice. This is typically done through email. The Account Manager coordinates acceptance and start date of the resource.

All screening metrics surrounding the requisition process are captured within PeopleFluent®.

7 Coordinate



CAI coordinates the interview and on-boarding process.

In addition to coordinating interviews, the CAI Account Manager is responsible for coordinating all activities related to on-boarding the chosen candidate. PeopleFluent® facilitates this with the Compliance Manager functionality.

Once a candidate is selected, our Account Manager notifies the vendor, verifies the candidate is still available, ensures he/she has completed the necessary background checks, and completes all other tasks related to on-boarding. The CAI Account Manager also ensures that the candidate knows where and to whom to report on the first day of the assignment. The CAI Account Manager walks the candidate in on the first day whenever possible.

The MSP Operations Team trains the candidate in the use of the PeopleFluent® tool for time reporting.

8 On-board



Supplier facilitates background checks, screenings, and signing of non-disclosure and other conditional documents. Reports sent to CAI.

The Supplier works with the CAI Account Manager to ensure that all documentation and pre-employment requirements are completed as part of the on-boarding process, including background checks, screenings, non-disclosure agreement (NDA), certifications, and any other conditional documents.

These reports are uploaded via PeopleFluent®; the Account Manager receives notifications when these steps are completed.

9 Start Work



Candidate is engaged, begins assignment, and submits timesheets each week.

PeopleFluent® is used to capture timesheet entries, route them through the agency's customized approval chain, and alert CAI once approved.

10 Evaluate



CAI consults with Agency to review resource work and completes evaluation in PeopleFluent® for Supplier feedback.

The CAI Account Manager communicates with the Agency Hiring Manager during the tenure of the contractor to oversee performance.

The CAI Account Manager works with the Agency Hiring Manager throughout the engagement of the resource to ensure quality service. Customer satisfaction survey results can be discussed to highlight issues or to establish best practices.

Right to Represent

CAI proposes a requirement for the RTR for each candidate submitted. With written approval from the NJPA, CAI proposes to use an electronic version of the form in an electronic process. CAI proposes to use a form similar to the example shown in Figure 14 to document granting the RTR. We have successfully implemented this requirement in several of our MSP contracts.

From: Johnathan Doe [mailto:johnathan.doe@mail.com]
Sent: Monday, July 21, 2014 4:20 PM
To: PA_RTR@compaid.com
Subject: PENNDOT- Product Specialist 3- SCOM/SCCM (367718)

Right to Represent Acknowledgement

By signing below, I acknowledge and agree that **Professional Technology Integration, Inc.** has the sole right to represent me in matters of work assignment relating to the Commonwealth of Pennsylvania's Enterprise IT Staff Augmentation Services Contract (4400007198) by submitting my professional resume to the Contract's Managed Service Provider, Computer Aid, Inc. for the requirement identified below.

I also acknowledge and verify that all the information contained in my resume related to my technical credentials is accurate and is based on educational training and professional experience obtained throughout my career.

Peoplefluent Requirement Number and Title (including Name of Agency):

PENNDOT- Product Specialist 3- SCOM/SCCM (367718)

Candidate Full Legal Name:

Johnathan A. Doe

Figure 6: Right to Represent Sample Email

The RTR ensures that the submitting firm has a relationship with the submitted candidate. A good employer-employee relationship is crucial to a successful engagement and we consider the RTR to be an important control point of the process.

The electronic process, originally suggested by participating suppliers, represents an industry standard method for supplier-candidate validation. It is easy to produce a fake signature on a paper form, but it is difficult to detect fake signatures. The electronic process relies on time stamps and an email thread to document the path from the submitting supplier to the candidate and then to the CAI inbox where the Account Management Team can validate its authenticity against the candidate email address listed within the submission in PeopleFluent®.

CAI has found the candidate-employer validation to be so important to quality of service that our process includes two control points to ensure the candidate knows the submitting supplier, shown in Figure 15.

The E-RTR requirement and corresponding process described below is the first control point in candidate submission. For the second control point, the candidate must verbally validate the submitting supplier during the screening process performed by the Account Managers.

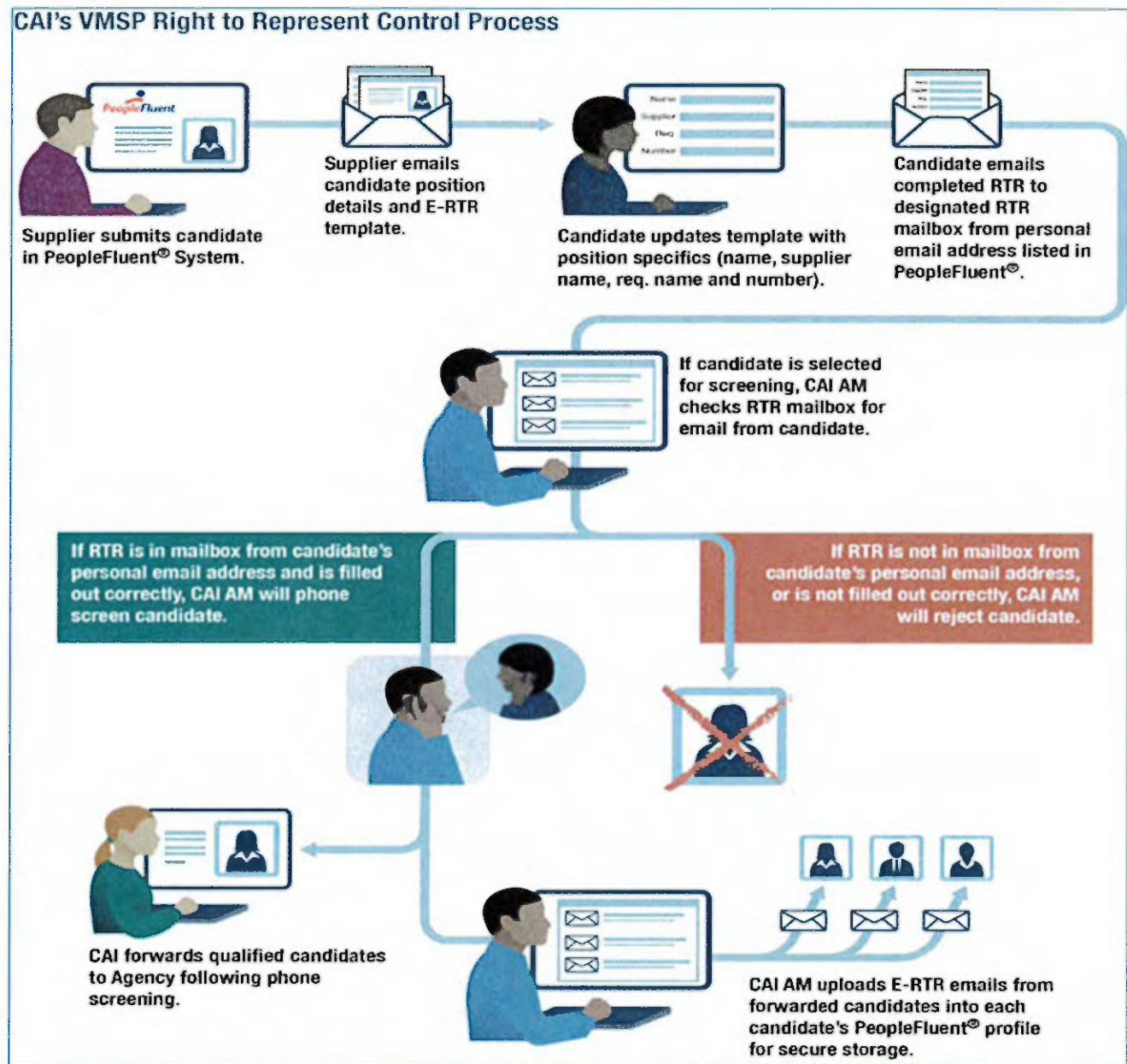


Figure 7: Right to Represent Control Process

21) What methods do you use to ensure that you maintain a sufficient supply of contractor candidates?

CAI proposes to create a tiered pool of suppliers to support the NJPA, shown below in Figure 8. The criterion for each pool reflects the qualifications and certifications of each business. CAI proposes, at a minimum, to build supplier pools that include local, small, and disadvantaged business types. We will work with the NJPA to establish metrics that ensure minimum revenue amounts flow to these business types. This helps build the suppliers' local community by creating work opportunities and jobs, as well as supporting the NJPA – or any other participant state – in meeting their small and disadvantaged business goals. The idea is that small business and disadvantaged businesses form the first supplier pool, Pool 1. This allows CAI to drive initial requirements to that pool, and working against certain criteria, provide them with a lead time to respond. Pool 1 also includes 'niche suppliers'.

Niche suppliers provide rare or difficult skill sets as well as other types of recruitment activity such as executive search. Having suppliers with specific experience in more difficult skill sets helps augment the supplier pool and ensures that the NJPA will always be supported regardless of what type of requirements they have. Should Pool 1 not be able to fulfill the requirements within a certain time period, CAI opens up the requirement across the supplier network to include Pool 2, consisting of large, nation-wide, and multi-national businesses.

Supplier Pool Management

Goals are managed within the contract through our supplier pools and release of requirements to the vendor network.

1 Joining the Network

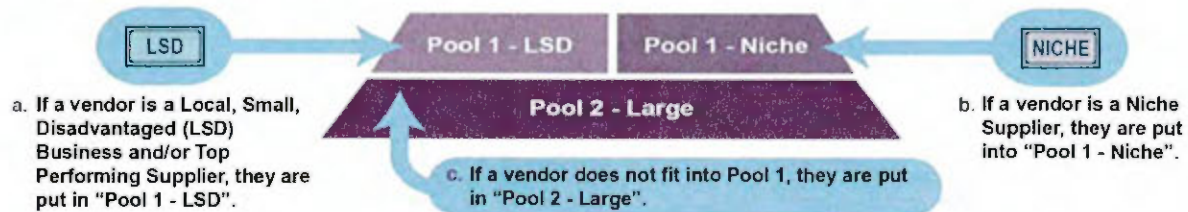
- a. Vendor joins the vendor network by providing the standard documentation (signed sub agreement, w-9, required insurances, and marketing literature).



- b. Local, Small, Disadvantaged (LSD) vendors provide CAI vendor team with a copy of their certificate(s).

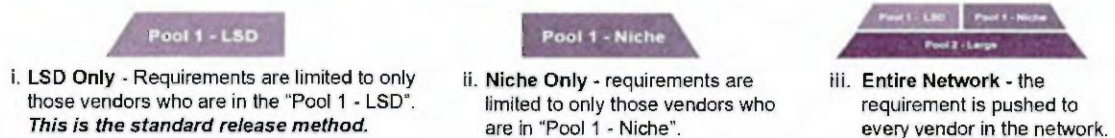
- c. Large vendors provide CAI vendor team with a copy of their certificate(s).

2 Pooling Designations



3 Releasing of Requirements

- a. CAI designates the Market Solicitation on the requirement.



- b. The CAI Account Manager may choose to release the requirement to Pool 2 if they feel the LSD and Niche firms are not providing adequate candidate submittals.



4 Reporting

- Reports are provided detailing spend for all business types.



Figure 8: Supplier Pool Process

How do you choose an MSP?

Other MSP's low rates are attractive, but to attract properly qualified candidates, higher level job categories are used to manipulate higher rates, resulting in higher costs to the client.

CAI's rates are consistently modeled using a proven scientific methodology that many other MSPs do not have proficiency in maintaining. Attrition is lower and quality is higher while actually lowering the overall cost of the program.

Pool 2 suppliers will be utilized under several scenarios: multiple resource requirements where the NJPA Member has a very short time-to-fill window; roles that are typically harder to find and therefore use as many businesses searching as possible for specific skills; and when Pool 1 suppliers are struggling to find a suitable candidate after a given period of time. Pool 2 suppliers are typically non-local businesses or large recruitment and staffing firms that do not meet small business or local criteria. In understanding the NJPA's target of trying to grow local business and employ local personnel, Pool 2 suppliers will be used on a contingency basis only. Having successfully used this approach we believe that it provides the greatest benefits to the NJPA and encourages strong economic growth within the local community.

CAI IT Staff Augmentation Managed Service Provider

Home Process State Sites

Want More Information?
Fill out the form below

Name
Email
Phone

Select an information topic

Request More Information

CAI's Managed Service Provider Program

Managing all aspects of IT contingent labor

Overview

Computer Aids Inc. (CAI's) Managed Service Provider (MSP) IT Staff Augmentation programs provide clients with a strategic sourcing program that reduce costs, improves productivity and processes, increases competition for IT services suppliers, and promotes disadvantaged businesses. As the MSP, CAI is responsible for all service delivery activities including:

- Recruitment consultation
- Supplier response management
- Candidate evaluation and validation
- Interview facilitation
- Invoice processing
- Supplier performance oversight

The combination of an experienced on-site account management team, an automated web-based system, and continuous improvement and practices enabled all participating organizations, CAI, and suppliers to work as cohesive team to find the qualified candidates for every need.

Our Process

The IT Staff Augmentation program are proven enterprise-wide solutions that allow every participating group, regardless of size, to find talented resources through one procurement vehicle.

Each program utilizes a variety of job titles that encompass various skill levels and technical knowledge. These titles are combined with research-derived fixed hourly rates based on market conditions to ensure both candidate quality and cost savings.

CAI has been able to design and manage an efficient workflow process built on best practices and service level agreements that demand Speed, Quality and Accuracy. To date, CAI has successfully managed thousands of engagements across hundreds of organizations.

See Our Full Workflow

Benefits

Benefits of CAI's MSP model include:

- A senior account management team experienced in IT Consulting and Services
- A dedicated single point of contact
- A web-based workflow and requisitioning tool that can be accessed anytime, anywhere
- An open network of IT Services companies that can respond to every IT need
- Competitive fixed pricing based on geographic area as well as supply and demand
- Ability to approve and/or reject contract employee timesheets
- System-generated emails with direct links to the appropriate activity page
- Metrics that provide visibility into every phase of the procurement process

To learn more about the benefits of CAI's proven MSP model, please use the information request link above.

Copyright 2014 Computer Aids, Inc. Direct all general contract questions to 800-635-6138 or MSPNetwork_Help@compaid.com

Figure 9: CAI's Supplier Portal

Subcontractor Enrollment and Agreements

CAI will use an Open Supplier Network, illustrated below in Figure 10. Qualifying suppliers – those who meet the criteria below to participate – can join the Open Network at any point during the Contract in order to compete for NJPA business. A supplier obtains all contract documentation required for joining the supplier network from CAI's public facing contract portal website, shown in Figure 9, above. From

this website, the supplier downloads “how to” instructions on joining the network(s), the subcontractor agreement between CAI and the supplier, and a list of documents that must be returned to CAI.

In each of our vendor managed implementations, the basic criteria for inclusion in the supplier network are:

- Supplier must not be prohibited from doing business within the NJPA.
- Supplier is clear of any published supplier disbarments.
- Supplier has a signed subcontractor agreement with CAI.
- Copies of W-9, all required insurance certificates, and marketing literature has been presented.
- Signed agreement to work to the fixed rate supplier card. Each supplier receives the same fixed rates for each of the positions listed on the rate card, enabling fair competition.
- Client-specific criteria as provided by NJPA or NJPA Member.
- Suppliers serving Canadian Members must be fully registered to do business in Canada.

This information is validated in the signing of an SA. We will utilize unique SAs across the contract. This is to reflect specific state laws within each region. One size doesn't fit all, so we adjust our terms and conditions accordingly.

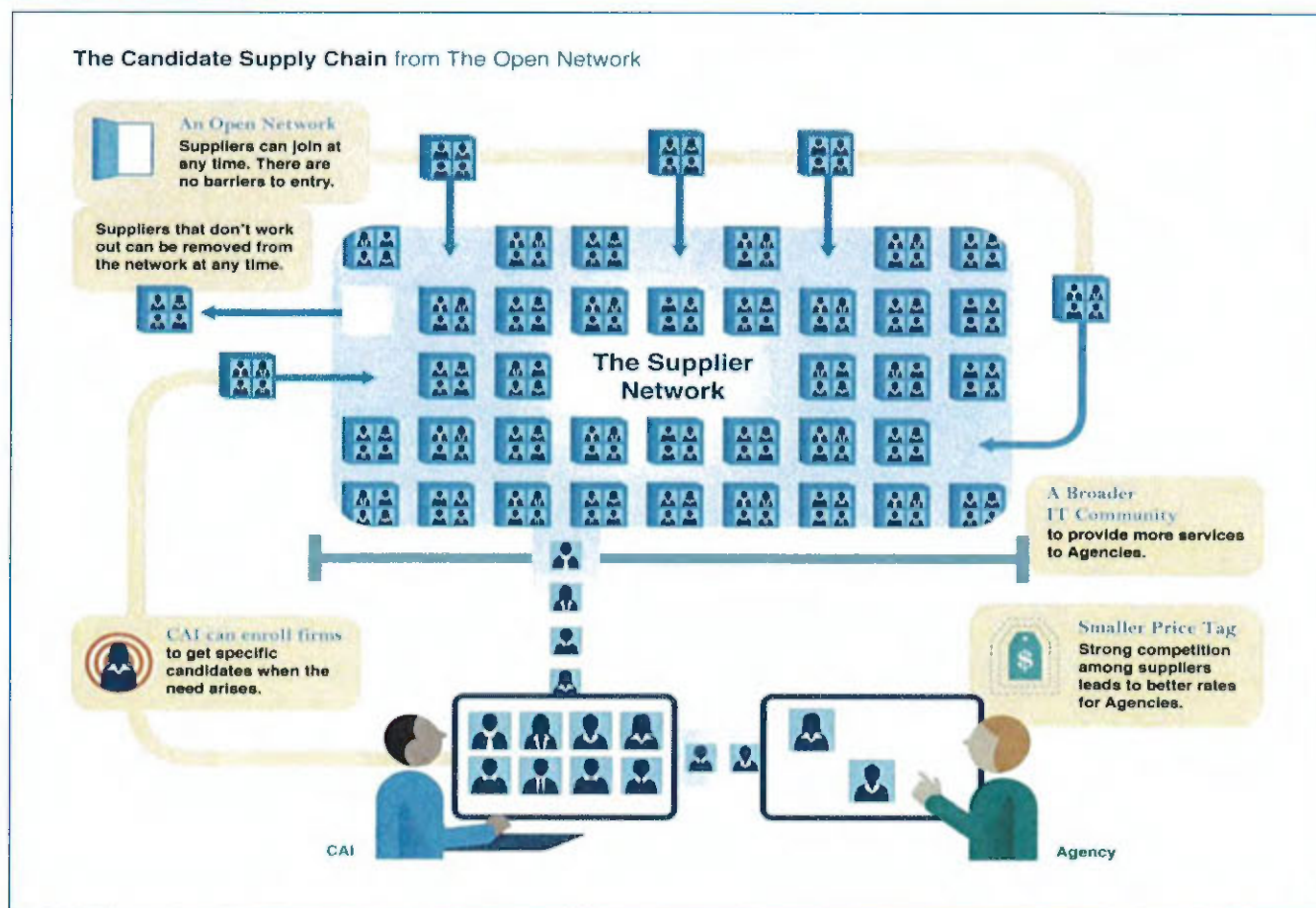


Figure 10: Candidate Supply Chain using an Open Network

Transition of Existing Contactors

CAI will work with the NJPA Member to transition in existing suppliers to the new system. We will evaluate the capability and performance of each existing supplier, where their strengths and weaknesses

lie, and in agreement with the new terms and conditions, on-board them into the new system. The transition of existing contractors is discussed in **Form A, Question 4** as part of the Implementation Plan.

Commitment to Small/Minority Enterprise Subcontractors

CAI has a strong, real commitment to the success of small-, women-owned, disabled veteran-owned, and minority-owned (SWDV/M) suppliers. We are eager to continue to engage with this community of firms and facilitate the same success we've enabled in our other State implementations. Our success with the small business community is not an isolated event, nor does it happen on its own. Under our Commonwealth of Virginia MSP contract, we have consistently exceeded their 70% SWaM participation. Our success in VA and other states is the result of constant, day-in-day-out account management, providing countless hours of training, coaching, and mentoring to targeted businesses. CAI will target NJPA Member guidelines for SWDV/M number at a minimum; however we will aim to exceed that percentage. We have successfully met targets as high as 70% inclusion, and we will work with the NJPA to share our understanding and capability of how we can exceed expectations.

Maintaining a fully populated resource pool available for immediate deployment across NJPA agencies is a critical success factor for the Contract. As is true in any market economy, our ability to supply candidates is based on correctly pricing the resources and building/ monitoring the supply chain to deliver it. We understand the NJPA goals include promotion of SWDV/M suppliers, and our methodology is designed to target the SWDV/M community and top performing suppliers. We have created a vendor-neutral solution that is open enrollment across all regions. We will establish relationships with a number of SWDV/M businesses prior to initiation of each NJPA Member IT MSP. This approach allows us to hit the ground running with vetted and able suppliers, and help the NJPA Member start to meet its performance metrics earlier than anticipated. This approach gives us time to build the relationship, establish the strengths of the supplier, and understand where they may need assistance and support.

- 22) Describe your process for addressing Immigration and Customs Enforcement (ICE) documentation with your contractor candidates.

CAI's legal department has prepared and approved H-1B letters provided by the company. While the candidate-specific details will be changed for each letter, the wording of the letter itself (and the policies listed below) cannot and will not change.

CAI's H-1B Letter Policies:

1. The letter will only state the submitting vendor.
2. The letter will state an end date. This end date will match the end date in PeopleFluent®. It will include "with the possibility of extensions" if this possibility exists.
3. The letter will clearly state to which contract the engagement is connected.
4. The letter will not speak to the employment relationship.
5. The letter will clearly state the client and the work address.
6. The letter will include a description of the position and/or the project.
7. The letter will include a list of daily duties.
8. The letter will make clear that the consultant has the specialist experienced in the skills and technologies which require them to perform the assignment.

- 23) What methods do use to ensure that you remain current on product and technology changes and advancements?

In our role of managing programs of this size, CAI not only watches for trends in employment and contingent labor, but we stay apprised of changes in technology. CAI's local account team will partner with the NJPA Member and monitor their IT directives and policies that govern their architecture and technology choices. We'll work to communicate these technology needs to the supplier network through daily communications and supplier meetings so that they can source staff to meet those needs. Likewise, we retain an open supplier network so that we can enroll suppliers who may specialize in those

technologies and have staff to support the State's needs. As those technologies mature, we watch the wage indexes so that as the technology matures and the wage stabilizes those positions can be broken into a range of IT titles at lower rates.

Conversely CAI also retains links to legacy and sun-setting equipment, hardware/software, and legacy applications. Through our term of service managing enterprise programs that require a great range of technology resources at a range of rates, we've discovered that recruiting and attracting resources for legacy technologies is similar to maintaining supply for the emerging technologies. As the resource pool shrinks for these technologies, we've relied on an open network of suppliers so that we can cast a recruiting net that is regional or even national in order to maintain the supply of talent. We also communicate openly and often with those suppliers so that they have the time to properly find and source capable resources to fill the positions. The Quarterly supplier meeting is one method for forecasting upcoming needs for talent and resources. This is an essential part of building a strong network since the participating suppliers are able to offer direct feedback and engage on dialogues as to any challenges that may come from finding those types of skills and resources. The local team will also issue PeopleFluent® alerts weeks before the requirement is released in order to assist in sourcing.

- 24) Describe your rate structure and demonstrate how NJPA Members can effectively determine their cost for your services.

Our rate structure is based on the calculation of Hourly Labor Rate (\$) multiplied by Number of Hours required. A simple example might be a Database Administrator required for a one-year assignment. The calculation will be:

$$\text{e.g. } \$100/\text{hr} \times 1920 \text{ hours} = \$192,000.00$$

The Hourly Labor Rate is an all-inclusive bill rate. The rate, as required, includes the Administration Fee, as well as all other fees. These hourly rates are identified on the rate card for each NJPA Member so that they can determine any labor category cost at any point in time.

There are no additional costs associated with the bill rate, so there will be no surprises. This allows the NJPA Member to accurately budget for a resource or number of resources.

- 25) What methods do you use to ensure that your service prices are competitive?

CAI's bill rates are based on industry metrics, scientifically derived and supported by years of market experience. We have used extensive wage metrics from ERI to develop our separately submitted pricing, and based on how well it has performed in the past eight years we are confident in the accuracy of our pricing model and our ability to deliver high-quality resources to the State within our proposed timeframes. ERI provides data that is based on a number of fundamental factors: labor cost, location, experience of the individual, and supply and demand. This reflects the current market, and allows us to provide pricing that is a realistic reflection of the market at any point in time. The other significant benefit of ERI pricing data is that because ERI has vast quantities of historical data it can provide a recommendation on future pricing trends. This allows CAI to build forward pricing that will be a fair reflection of how the market 'might' look in several years' time. This means that our proposed pricing is not a guess, but is based upon factual information.

CAI uses salary data from ERI as a means of determining baseline wages. The ERI is an independent research firm whose algorithms and data have been in use for the past 30 years; it does not offer consulting services, i.e., it has no self-directed incentive for modifying its metrics. In our many years of providing MSP services to various government agencies, we have found the ERI data to be extremely accurate for estimating salaries by position description and geographic location.

CAI then determines the vendor rate by deriving the markup on the wage rate that covers all costs and obligations that any employers must pay prior to calculating a profit. In developing a subcontractor markup for the contract, we created a formula to cover their payroll costs, employee benefits, contract expenses, and modest pre-tax profit. This becomes the rate per hour that the vendors are paid for their

selected resources. Unlike other MSP programs, the vendor receives 100% of the CAI vendor rate with no reductions made to their invoices.

It is upon this vendor rate, or labor rate per hour, that the MSP service fee is applied and becomes the bill rate to our customers. The MSP service fee covers the cost of doing business for CAI. These are reasonable costs for doing business, such as our own labor costs as well as administrative fees for the VMS tool.

CAI analyzes the ERI data and makes recommendations to our customers regarding increases or decreases to the contract rates. The final decision on changes to rates rests with the customer; CAI adheres to those decisions. We will continue to conduct these reviews on a frequency acceptable to the customer.

- 26) If you intend to provide IT MSP services in both the U.S. and Canada, describe how your pricing models for each market compare.

CAI's developed pricing model has minor differences between Canada and the U.S. The concept – an hourly rate all inclusive of fees – remains the same. The hourly rate is multiplied by number of hours required to meet the requisition. To develop the proposed rates, CAI has used data from ERI which provides concise and accurate detail of market rates both within the U.S and Canada.

Currently, CAI has an office location in Toronto, Canada. This means that CAI has an established registered place of business from which to develop the IT MSP to the Canadian markets. The significant difference in pricing models that CAI proposes is the variation in country currency and exchange rate, and the applicable tax vary for each country, and each state or province within each country, dependent on currency used, and national and local tax laws and employment laws by state or province. For example, CAI will work with the each NJPA Member and supplier to establish the process regarding overtime and overtime pay. Overtime rules are driven by the employing organization and dependent on the state or provincial laws too. We will establish up front how this is to be operated and it will be included in the subcontractor agreement with the supplier who represents the resource performing the work.

- 27) Describe what you provide as a full service IT MSP provider, including all of the functional areas, labor sectors, and service categories that your company can provide. (Examples may include web and internet systems, software development, database management, and service desk management.)

CAI covers the entire range of IT and Information Systems functional areas. As an IT MSP provider, the reason we can make and support such a bold claim is that we have access to a nationwide pool of suppliers. With 1,550 already registered with CAI this means that we have the reach back to find any niche resource. Having developed a national supplier base, we have the ability to parse out any difficult requirement to any supplier outside the supplier pools created for NJPA Members when needs arise.

The functional areas we are proposing are listed below. Our approach is to provide enough labor categories under the functional areas so that we have all potential requirements covered. The MISC category provides the opportunity to address any labor needs that are not included under the broadly developed functional categories. This allows new categories to be added in the event of new and emerging technology that may not be recognized today but in several years' time may be a skill set needed by NJPA Members. These functional areas and labor categories are described further in our pricing model, **Attachment_6_PricingModel_CAI**.

- Application Architecture, Design, and Development
- Infrastructure
- Cloud Computing
- Cybersecurity Information Assurance
- Database Management

- Project/Program Management
- Web Design/Development/Maintenance
- MISC

CAI expects the only deviation to occur, if it should occur, in pricing. This may be to reflect a sudden change in the market place, e.g., such as the 2008 economic downturn. This change will only occur with the consultation and agreement of the NJPA Member.

In addition to the labor category types we provide to meet all potential NJPA Member requirements, CAI also offers additional services within its MSP model. We offer 'right to hire' terms for NJPA Members who may wish to retain the resource as a full-time employee. Right to hire occurs after an agreed upon period of time has been worked, after which the resource can transfer to W2 employment with the NJPA Member. This is dependent upon agreement by the resource to become a W2 employee. Secondly, CAI can provide remote workers, often useful in instances where a local resource can't be found or the NJPA Member doesn't have the budget for travel and expenses. CAI's Account Management Team can work with the resource to make sure all requirements are being met on time, and with the Member Project Manager to ensure client satisfaction and/or manage any changes required. CAI can also help manage travel and subsistence expenses. We can provide daily rate travel and subsistence guidance, and help the NJPA Member come up with a hourly budget that is inclusive of all costs, or requires the resource to submit actual travel and subsistence costs. This specific information is held within the PeopleFluent® VMS tool as separate items so any required auditable information can be accessed to help the NJPA Member when needed.

CAI can also manage overtime terms within the PeopleFluent® VMS tool and in line with NJPA Member procurement guidelines. We can set up any change to hourly rate if applicable and provide reporting on the overtime hours per resource. This feature is extremely beneficial when the NJPA Member has deadlines that can't be met during a normal 40-hour week and the resource needs to provide additional time. Approval for overtime usage is recorded in the VMS.

28) What percentage of your company is dedicated to providing IT MSP services?

CAI has 1,667 full-time employees through November 2016.

- 2%, or 34 full-time employees, currently support our MSP practice.
- 54% of company revenue was generated by our MSP services through November 2016.

29) How do you determine the level of need for IT MSP services, and what model do you use to measure and monitor the success of the services that you provide?

CAI's MSP practice has quality standards and guarantees of service built in to all phases of our programs, from program inception, quarterly reviews, day-to-day workflow to periodic performance reviews, and user satisfaction surveys. As an IT organization, we understand the importance of having quality data direct our decisions and process creation to ensure our program offerings continually possess the level of quality our clients have come to expect.

At the program inception stage, we use a proven source of wage data (ERI), coupled with our own methodologies, to build rate cards that can provide the candidate quality our clients depend on for delivering quality work. We repeat this methodology at intervals throughout the program to measure the bill rates against changes in local wage rates.

At the program level, we facilitate quarterly meetings to initiate in depth discussions about program health, best practices, and suggestions to improve program quality. CAI also holds quarterly supplier meetings aimed at sharing industry and MSP program best practice information, along with mentoring, to ensure the suppliers possess the tools they need to be successful. As the suppliers become stronger, the competition among the firms increases, resulting in higher quality candidates for our clients. CAI also has proprietary survey applications we use to solicit feedback from clients at various levels including contract oversight, procurement, hiring manager etc., to track program quality and areas of enhancement.

We are also able to conduct supplier surveys to capture similar information from the supplier network, keeping quality and continuous process enhancement at the forefront of our MSP practice.

Additionally, our supplier sub-contract agreements build in quality assurance processes to further strengthen our programs by highlighting each supplier's candidate vetting obligations; this includes technical assessments, along with stressing the importance of ensuring the information being presented in candidate resumes and PeopleFluent® submissions is accurate and reflective of the candidate's professional experience.

CAI's approach for requirements release through the start of a candidate engagement is permeated with quality measures to ensure successful outcomes. From reviewing each requirement for accuracy with hiring managers prior to releasing requirements, the thorough phone screens we conduct with candidates to determine which candidates possess the technical and communication skills needed for assignments, the webcam interviews our Account Management Teams facilitate to validate candidate identities, to the performance evaluations conducted at various stages of each engagement, CAI's ability to administer programs that deliver quality is unmatched in the industry.

Having the aforementioned tools and processes in place gives our experienced Account Management Teams the confidence needed to produce quality results on a daily basis, across all of our programs. In fact, CAI feels so strongly about our ability to provide quality results across the board, we provide a 10-day probation period on each engagement. If our clients do not feel satisfied with the resource placed for an engagement, we will remove the resource and will not bill the client for hours work during the 10-day warranty period.

Examples of the metrics we use to evaluate the success of an implemented MSP are detailed below in Figure 11. These four key metrics provide a clear indication as to whether the implemented MSP program is a success or not. It details the number of resumes submitted on time. The time period is set by the client for each requisition. It indicated Round One Fill Rate. This is a clear measure of whether CAI has understood the job requirements and has worked with the client to develop a clear job specification. This is then sent to the supplier pool that search for the resources. If the supplier pool cannot find and submit accurate candidates, this number drastically reduces, i.e., a clear indication as to whether CAI is performing well. Attrition Rate looks at the percentage of resources that leave or are let go within a certain period of time. Again the onus is on CAI, the MSP vendor, to understand not only the position requirements but also the type of person who will be a good fit for the client environment. Finally we monitor System Availability. This is the uptime of the VMS tool and it being available to all users. Implementing a robust tool is fundamental to ensuring that uptime remains on target and we meet that with the PeopleFluent® VMS.

DELAWARE			
NUMBER OF ENGAGEMENTS TO DATE	SLA	TARGET	REPORTING PERIOD: 10/1/2014 - 6/30/2016
221	Resume Submittal Response Time	90% or higher	95.83%
	Round One Fill Rate	90% or higher	96.43%
	Attrition Rate	8% or lower	4.98%
	System Availability	99% or higher	99.95%
NEW JERSEY			
NUMBER OF ENGAGEMENTS TO DATE	SLA	TARGET	REPORTING PERIOD: 1/1/2014 - 6/30/2016
1274	Resume Submittal Response Time	90% or higher	91.79%

	Round One Fill Rate	90% or higher	93.48%
	Attrition Rate	8% or lower	7.14%
	System Availability	99% or higher	99.95%
VIRGINIA			
NUMBER OF ENGAGEMENTS TO DATE	SLA	TARGET	REPORTING PERIOD: 1/1/2014 - 6/30/2016
2107	Resume Submittal Response Time	90% or higher	97.55%
	Round One Fill Rate	90% or higher	97.21%
	Attrition Rate	8% or lower	1.70%
	System Availability	99% or higher	99.95%

Figure 11: Example MSP Metrics

30) How does your Vendor Management System (VMS) integrate with others' systems?

The deployment of PeopleFluent® is straightforward with almost no interruption to current services. The PeopleFluent® VMS is a software as a service (SaaS) application, meaning that it is a web-based architecture. End users and administrators access the application via the Internet using a variety of web browsers.

The Internet interface is the only required software; it does not utilize plug-ins or applets on the local devices. We have used this software for more than 12 years, with great success. Once the user account has been set up, a number of minor configuration tasks need to be completed to ensure that the application is consistent with the supplier or NJPA Member IT security and email policies and procedures. Once these have been configured, the users have full access to the features available. Per PeopleFluent®'s published availability reports the application has an 'up time' of over 99.9%.

The PeopleFluent® application is able to integrate with any back office system including Oracle, PeopleSoft, and SAP as an example.

31) What reporting options will you use to detail the service provided to our Member agencies?

Program reporting provides a consistent and auditable approach that highlights the development and success of the program. CAI believes in full transparency into the IT MSP Contract.

The Benefits of CAI – Total Transparency

CAI works transparently. We constantly place all the necessary information about your business, our performance, and external activity in front of you so you can make the critical adjustments and decisions that impact your success.

Metrics provide a view into every level of the process

Track usage and performance of all participants, assist in resolving issues raised through political channels, and enable vendors to manage participation reliably

Backbone of **quarterly updates** provided to the client

Reporting on activity, market trends, SLAs and performance issues

Customized reporting to meet on-demand needs

Insight into trends and technologies usage and State spending patterns

Valuable **vendor performance metrics** provided

Used by CAI to reach out to firms and help improve performance, as well as customized training and best practices material

\$ Cost Savings

With full information and valuable insights provided by CAI, you can make critical decisions about changes and adjustments to process, pricing and/or the VMS tool, resulting in improved efficiency and cost savings.

Figure 12: Benefits of Total Transparency

One of the strongest features of the PeopleFluent® tool is the off-the-shelf reporting capability provided by PeopleFluent® VMS. The PeopleFluent VMS tool provides over 100 standard reports that offer powerful information and data to help make and validate hiring decisions. These reports are feature rich and include a broad range of criteria and scheduling options to cover most of an NJPA Member's reporting requirements. We have provided examples of our most frequently used reports in **Attachment_4_FrequentlyUsedReports_CAI**. However, because CAI has used the tool for such a long time and we have become intimately familiar with it, we have been able to develop our own range of reports – over several hundred – fine tuning data into a real value-add. This capability provides real in-depth analysis of the IT MSP, offering strong management features for NJPA or the NJPA Member.

As well as the standard reports, we can generate ad-hoc reports for our clients based on near real time data. We run weekly and monthly reports that are used for the management of the program to include a weekly dashboard of activity, a chase report that shows all requirements, PO Audit report, and Summary Report. These reports ensure we are on track and performing well, and allow us to identify any challenges to be addressed.

Secondly, as part of our management approach we provide a quarterly report of our services – performance reporting is part of the evaluation process. Quarterly reports evaluate the prior quarter's performance and cover a broad range of topics from fill rates to performance metrics, through to evaluation of supplier performance and changes in customer requirements. We present information that assesses how well we have been performing against the agreed service levels and any deviations from the targets. This information is tracked and recorded, and any corrective actions or changes are noted and then monitored during the following quarter so that improvement in service or correction of issues is achieved. The reporting features help balance risk to SLAs, measure improvements in service and quality, and allow for the evolution of ideas or technology to be implemented and measured as part of the service.

Delivery

CAI has a very successful track record with IT MSP implementation. CAI typically proposes an implementation plan that will include a 60-day grace period to fully implement its entire solution before metrics are recorded against it. The exact implementation will be determined in each Participating Addendum. Following the successful completion of that period and sign-off by the NJPA Member, CAI will start to collect metrics and work to the proposed and agreed service levels. Following one month of successful operation, CAI will produce the first required reports. The reports will be based on agreed metrics as provided during the kickoff meeting. These can be tailored at a later date as the NJPA Member starts to understand and utilize the data gathered.

Summary Sales Data

CAI will provide the NJPA Member and NJPA with a quarterly sales report. CAI will provide each NJPA Member – using the IT MSP Contract – with quarterly sales reports as well as any other detailed activity required. We will also provide NJPA with a master report that includes aggregate sales data and other information across all currently engaged NJPA Members in the IT MSP. This data will identify usage, activity, trends, sales volume, placements, time to fill information, first round fill information, and other items that may be deemed necessary. The aggregate information will show the success of the program, or highlight deficiencies that need to be addressed.

As an organization we have provided these types of reports for all of our MSP clients.

Quarterly Executive Review

CAI is eager to develop a strong level of customer satisfaction, and to that end we present a quarterly executive review to required NJPA stakeholders. The report will include a list of states with an active Participating Addendum and a statement of negotiations with any state who is considering joining the program.

CAI recommends the following items to be considered in the Quarterly Executive Review. These areas of focus describe our service and how well we are doing in meeting the metrics and service levels agreed to under the Contract. CAI reviews the quality of candidates and our services in each Quarterly Executive Review. Metrics and recommendations are provided in our Quarterly Report, and discussed at the review meetings.

Typically we present the topics listed in Figure 13 for review and evaluation; however we will finalize Quarterly Review topics during Implementation.

TOPIC	COMMENTARY
CONTRACT UTILIZATION	
Active Members	A review of participating Members and their usage of the NJPA IT MSP program.
Members Under Consideration	States in discussion to join the program, any challenges they are facing to take up the program, and mitigating strategies to address those concerns.
Job/Levels/Skills	Review most-requested titles across agency usage and evaluate how they align (or do not align) with NJPA strategy. For example, some agencies may utilize contractor staff primarily for programming, while others may utilize a variety of senior level resources. Review the usage of the exception category to determine trends in usage.
Workforce Compliance Tracking	If desired, we will support the tracking of ACA compliance with the workforce along with the tracking of immigration needs or the use of W-2 employees.
Tenure	PeopleFluent® VMS is configured to track the tenure of specific individuals

TOPIC	COMMENTARY
	across engagements. This will allow for tracking and reporting on NJPA tenure of individuals as well as tenure within a particular agency.
NJPA Employees	Resources hired for full-time employment by NJPA, or targeted for full-time hire.
MSP PERFORMANCE	
Service Level Agreements	Performance against the SLAs for those engagements and requisitions bound to the agreements. This topic may also include a listing of those requisitions designated by the States as exempt from the SLA measurements.
SUPPLIER PERFORMANCE	
Supplier Network Performance	Presentation and discussion of dashboards and analysis of the supplier performance by tier including the performance of any targeted types of suppliers.
MARKET TRENDS	
Wage Review	Review the most recent wage data as compared to the wage data currently in use by the NJPA. Review those findings against the additional program metrics to evaluate the health of the rate card.
Technology	Report and discuss technologies use in the required skills both to evaluate NJPA usage against industry-wide usage as it relates to supply and demand, and how it may affect the rate card.
Upcoming Initiatives/Budget Projections	If appropriate, we would welcome an opportunity to prepare the network for longer-term projections, specifically in terms of technologies and skill sets. The direct outcome of this is to determine appropriate communications to the supplier community, particularly with emerging technologies and newly instated enterprise standards.
Supplier Communications	
GENERAL PROGRAM ACTIVITY	
Invoicing	Track and discuss any bottlenecks of unpaid or overdue invoices, as well as recommend potential process improvement.
Targeted Savings	Discuss any new strategic initiatives or goals; our intent is to align the Contract exactly with NJPA Executive policy based on evolving strategy.
Surveys	Discuss findings from user surveys and identify items for improvement.

Figure 13: Quarterly Review Topics

Monthly Reports

PeopleFluent® VMS includes a BI Platform, powered by the SAP BusinessObjects BI Platform. For those users with the security to create or run their own reports, an agency may access the reporting feature directly within PeopleFluent®. If a user does not want to create or run their own reports, they may request a report from the CAI Analytics Team or their CAI Account Manager. The following monthly reports, along with required metrics, are available to the agencies to assist them in managing their resources and funds under the Contract.

The "Overview by Supplier (Spend) Report", Figure 14 contains the percent of revenue provided through the subcontractor network.

Overview by Supplier (Spend)						
Data for Time Period: 1/1/2014 through 6/30/2014						
Vendor	(all vendors)	PA Vendor?	DB Status	Overall Vendor Spend		
				Total Vendor Spend	Avg Vendor Rate	% of Spend
				\$10,000,000	\$77.37	
Supplier 1		Yes	Yes	\$3,000,000	\$67.49	30.00%
Supplier 2		Yes	Yes	\$2,500,000	\$70.40	25.00%
Supplier 3				\$2,000,000	\$139.67	20.00%
Supplier 4		Yes	Yes	\$1,500,000	\$74.97	15.00%
Supplier 5				\$750,000	\$74.97	7.50%
Supplier 6				\$250,000	\$74.97	2.50%

Figure 14: Sample Overview by Supplier (Spend) Report

The "Overview by Supplier (Engagements) Report" shown in Figure 15 contains the percent of resources provided through the subcontractor network.

Overview by Supplier (Engmts)						
Data for Time Period: 1/1/2014 through 6/30/2014						
Vendor	(all vendors)	PA Vendor?	DB Status	Overall Vendor Spend		
				Total Vendor Engmts	% of Engmts	
				100		
Supplier 1		Yes	Yes	27	27.00%	
Supplier 2		Yes	Yes	23	23.00%	
Supplier 3				20	20.00%	
Supplier 4		Yes	Yes	15	15.00%	
Supplier 5				10	10.00%	
Supplier 6				5	5.00%	

Figure 15: Sample Overview by Supplier (Engagements) Report

The "Engaged Candidate Report" contains details of agency contract utilization, illustrated in Figure 16.

Engaged Candidate Report as of For Agency XXX																	
Candidate	Vendor	Req ID	Req Title	Req Class	Bill Rate	Engagement Hours	Engmt Budget	Expended Hours	Engmt Hours Remaining	Engmt \$ Remaining	Original Start Date	Engmt Through Date	Expected Burn Rate	Actual Burn Rate	Status	Reports To	
Candidate 1	Vendor 1	123456	XXX Programmer 4	Programmer 4	\$75.00	1900	\$142,500.00	200	1700	\$127,500.00	6/1/2014	6/30/2015	18.02%	10.53%	Engaged	hiring 1	
Candidate 2	Vendor 2	123457	XXX Programmer 5	Programmer 5	\$80.00	1900	\$152,000.00	184	1716	\$137,280.00	7/1/2014	6/30/2015	11.26%	9.68%	Engaged	hiring 2	
Candidate 3	Vendor 1	123458	XXX Programmer 4	Programmer 4	\$75.00	1900	\$142,500.00	188.75	1711.25	\$128,343.75	7/1/2014	6/30/2015	11.26%	9.93%	Engaged	hiring 3	
Candidate 4	Vendor 3	123459	XXX Programmer 5	Programmer 5	\$80.00	2100	\$168,000.00	184	1916	\$153,280.00	4/15/2014	6/30/2015	26.76%	8.76%	Engaged	hiring 3	

Figure 16: Sample Engaged Candidate Report

The "PO Limit Audit Report" contains information on the remaining spend for each active PO based on approved timesheets for an agency, Figure 17.

PO Audit by Line Item For Active Projects Approved Timesheets Through 8/2/14												
Agency	PO Number	Req Reports To	Req Project	Req Class	Line Item	Candidate	Req ID	Engt Start Date	Engt Through Date	TS Hours	Bill Rate	Billed
Agency Name	4300999999	Smith, John	Agency, 6/01/14, Tracking System	Program Manager v6/PM3/A4	L00001	Doe, Jane	123456	7/1/2014	6/30/2015	128	\$76.99	\$9,854.72
										Line Item Limit: 150		\$11,548.50
										Remaining: 22		\$1,693.78
Agency	PO Number	Req Reports To	Req Project	Req Class	Line Item	Candidate	Req ID	Engt Start Date	Engt Through Date	TS Hours	Bill Rate	Billed
Agency Name	4300999999	Smith, John	Agency, 6/01/14, Tracking System	Program Manager v6/PM3/A4	L00002	Doe, Jane	123456	7/1/2014	6/30/2015	167	\$76.99	\$12,857.33
										Line Item Limit: 2080		\$160,139.20
										Remaining: 1913		\$147,281.87

Figure 17: Sample PO Audit by Line Item

Ad-Hoc Reports

PeopleFluent® VMS includes a BI Platform. NJPA Members will have unlimited user licenses at no extra charge. If desired, users can create their own reports and graphs to support unique reporting requirements, as well as change reports as needed. CAI's Operations Team Members are experts in creating contract reports and can develop any specific reports for NJPA or NJPA Members using the IT MSP.

Management of contingent staff requires a near real time reporting warehouse, built not only on best practice reporting templates, but combined with an ad-hoc framework to target desired key indicators. Ad hoc reports may also be created from scratch. These custom reports can be saved into public or private folders for later use. Reports are run from a data warehouse that is replicated continually. The data being reported on is virtually real-time.

PeopleFluent® VMS tracks more than 1,800 variables to provide a holistic view of your contingent staffing organization. All standard and user-defined fields are completely reportable. The PeopleFluent® VMS reporting tool is easy to use with its drag-and-drop capability, along with easy to understand field labels. PeopleFluent® has joined all of the tables logically and has included numerous time differential calculations (like Time to Fill and Positions Remaining Open) to help you generate accurate and usable metrics for recruiting efficiency and to assist users in drilling down to their pertinent metrics by building filters, sort, calculations, and prompts into reports.

PeopleFluent® also provides a data dictionary for use in understanding the details on all standard data elements in VMS, and how the standard data elements are related to each other. The data dictionary provides explanations on every individual data point in VMS, and is published to the PeopleFluent® Customer Community after each VMS release. Custom fields can be created by the client administrator to appear on specific pages within the VMS. They can be applied for timesheets, candidates, engagements, task orders, service task orders, proposals, expense reports, and others. The fields may be formatted as text, numeric, or drop down lists. The fields may also be marked as "Required" and incorporated into the workflow. All custom fields can be incorporated into the reporting.

Subcontractor Reporting Metrics

In addition to tracking supplier credentials in the VMS tool, we use the underlying metrics from our VMS tool to show supplier responsiveness as a measure of performance. When meeting with suppliers one-on-one, we show them their own "scorecard," using it to discuss their performance. A sample supplier scorecard with simulated data appears below in Figure 18,. This is one of the most important features of

our VMS tool. The information gathered provides a real-time view of the supplier's accomplishments to date. From this we can deduce how well the supplier is performing in relation to other suppliers and what value they are bringing to the supplier network. If performance is good, we encourage more of the same. However, if the supplier appears to be underperforming, we can provide additional training and mentoring to help them improve.

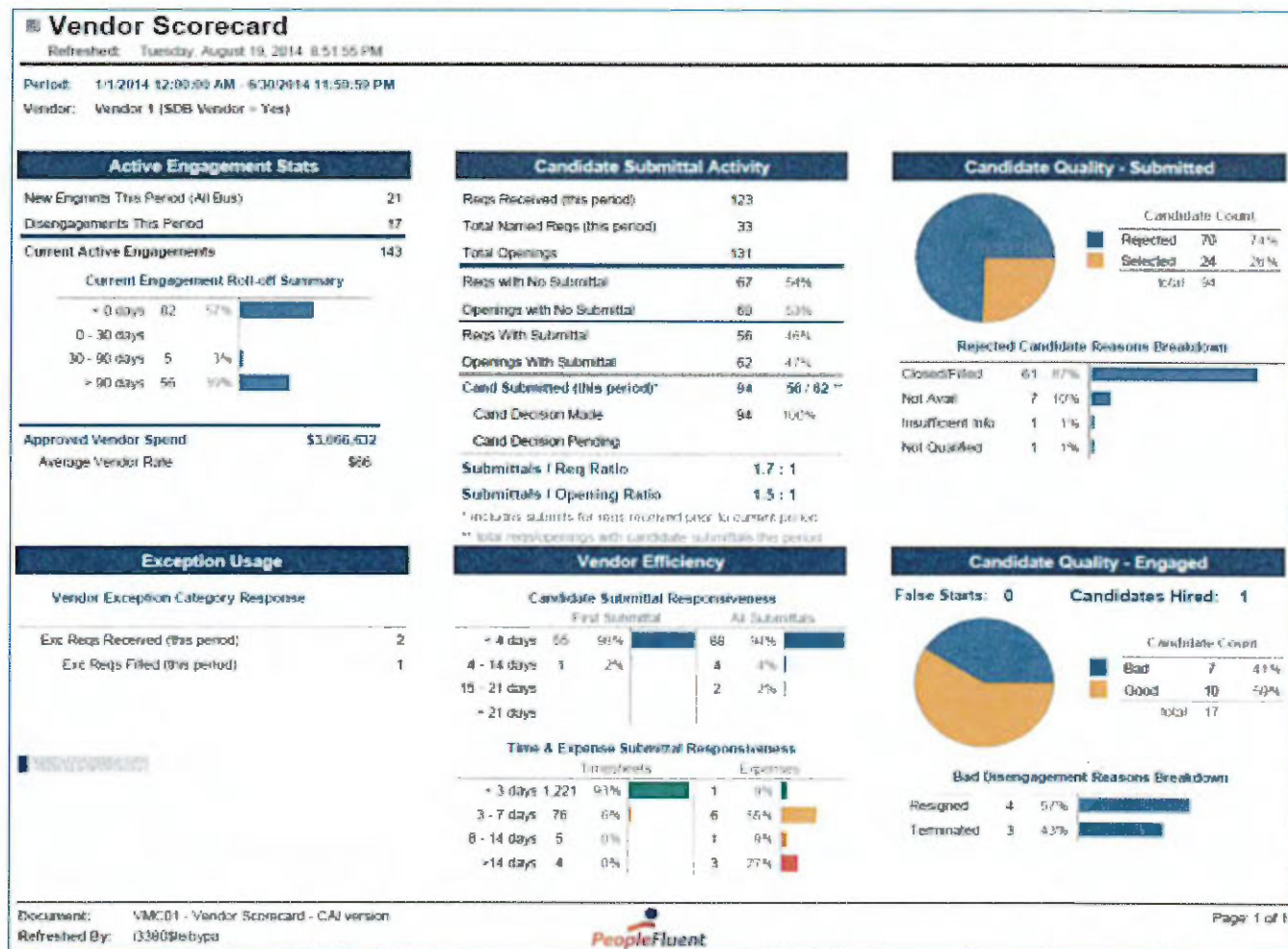


Figure 18: Sample Supplier Dashboard

CAI provides transparency into the details of contract performance in our quarterly reviews and by publishing results like these on the public portal, if requested by the NJPA Member. There are several standard reports and processes we have created to give us the data needed to manage supplier activity:

- **Supplier Performance Dashboard:** This report is part of our Quarterly Review, and is also posted on our Program Portal for public access. Important data to view as part of this report includes supplier activity in the areas of total submission count, engagement count, total candidates forwarded to manager for review, and four-day window submission count.
- **Active/Inactive Network Subcontractors:** Overview of how many suppliers are active in the network and how many are not. This is provided quarterly to ensure the statistics are not subject to an anomaly but rather highlighting a potential trend.

32) What is your process for identifying and defining scope of work and services?

The high-level process is depicted in Figure 19, page 32. The NJPA Member Program Manager creates a service request that specifies resources that are required or the work to be performed along with any project-specific terms and conditions or service level requirements in the form of SLAs. The CAI Account Manager coordinates the release of the requirements to the Supplier Network, the supplier submissions,

and forwarding of compliant responses to the NJPA Member Program Manager. The selection process is performed by the agency.

Our process supports several implementation specific options; some of the options include:

- Quantity of Hours
- Specified by Hiring Organization
- Proposed by Supplier
- Resource Categories
- Rates/Cost
- Based on Staff Augmentation Rate Card
- Based on new "Bundled Option Rate Card"
- Proposed by Supplier as Either a Delta to the Rate Card or Project-Specific Rate
- SLAs
- Penalties and/or Incentives
- Supplier Network
- Full Staff Augmentation Open Supplier Network
- Prequalified Suppliers Only

CAI will work with the NJPA Member during the initial transition period to select the specific options that will be implemented and will customize the process needs. Our method for SOW processing support is to:

- Develop a Plan: CAI will work with the NJPA Member to develop a plan for implementing the new service requisition, including workflows, training, documentation, and communications planning.
- Develop Governance: CAI will work with NJPA Member to develop a governance structure and oversight responsibilities. We propose using Solution Architects to assist in developing the usage standards to govern proper use of the bundled resource option vs. the traditional T&M requisitions.
- Subcontractor Agreements: CAI will update subcontractor agreements, if needed, based on agreed-upon implementation options.
- Configure the PeopleFluent® Process: As part of implementing this process, we will modify the configuration of PeopleFluent® to add the functionality needed for the bundled resource process.
- Training: CAI publishes training and documentation for both agency users and suppliers. During the start-up period, CAI will also hold separate sessions for suppliers and agency users to educate them on the new process.
- Reports: We will continue to provide transparency into all aspects of the MSP Contract through standard and custom reports detailing SOWs.
- SLAs: We will work with the NJPA Member to develop meaningful SLAs specific to the bundled resource option. These SLAs will be unique to this process and may include targeted business objectives and process turnaround objectives.

This option provides for increased quality measures, retaining resource quality while maintaining competitive contract pricing.

CAI's MSP Project Time and Materials Process

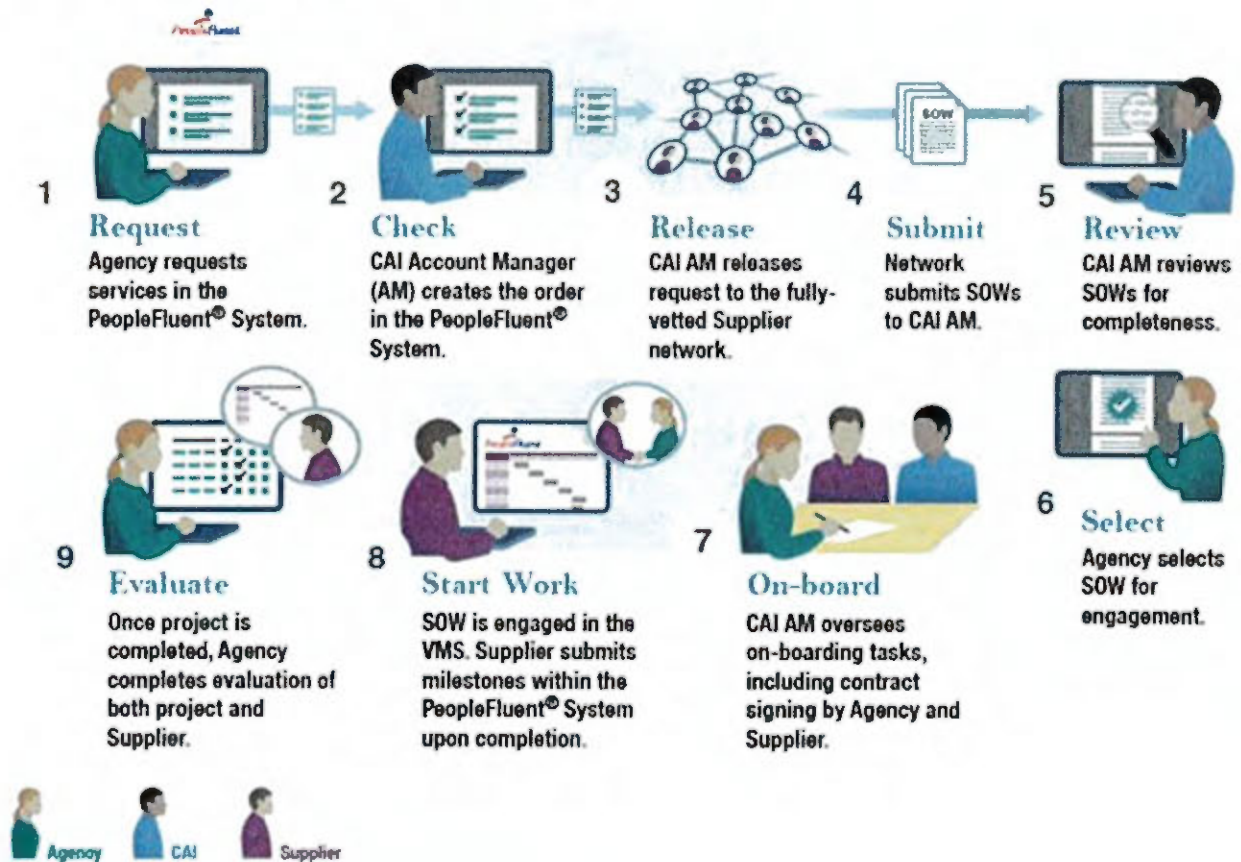


Figure 19: MSP Project Time and Materials Process

- 33) Identify the smallest and largest IT MSP service contracts (by the number of contractors provided) that you have completed in the following sectors:
- Government
 - Education (K-12 and higher education)
 - Not-for-profit

ENTITY	LARGEST	SMALLEST
Government	Virginia Information Technology Agency (1350 resources)	State of Delaware (254 resources)
Education (K-12 and higher education)	Virginia Information Technology Agency (78 resources)	State of New Jersey (1 resource)
Not-for-profit	N/A	N/A

Figure 20: CAI IT MSP Largest and Smallest Accounts

- 34) Describe your contractor service-level agreement options and how you evaluate these agreements.

We have tailored our approach to be responsive, identifying metrics and service levels with which we can grow the service. CAI's MSP model promotes transparency into every aspect of our services and solution through our Reporting capability. We provide reports for all aspects of our service reporting on more than just our SLAs, offering detailed insight to stakeholders.

There are two separate SLAs, outlined in Figure 21 and Figure 22. Figure 21 applies to CAI performance and the performance targets, calculation, and frequency of reporting per metric. Figure 22 applies to supplier performance and the metrics imposed by CAI on the supplier so that the supplier can provide the correctly skilled IT resources on time and to budget. However, CAI understands that it is fully responsible for the performance of itself and its suppliers as specified under this agreement. Remedies for failure to meet the SLAs are outlined below.

It must be noted that these are examples, and that each NJPA Member will have their own set of SLAs. The reason we do this is to ensure that the service level reflects the size and scope of each NJPA Member, and their anticipated usage. The SLAs are reviewed quarterly and changes can be made to type, scope, and frequency if the SLA or metric does not present the right information that the NJPA Member needs. In some instances the NJPA Member may wish to adopt the default NJPA SLA, rather than negotiate their own SLAs and performance metrics. This is ideal for those Members who may engage only one or two contractors as opposed to a large volume Member. CAI and NJPA will develop a default SLA that can be used in those instances, such as that example in Figure 21.

CAI has significant experience creating and delivering against SLAs and will provide input and feedback during the kickoff meeting so that the NJPA Member can make an informed decision.

EXAMPLE PERFORMANCE STANDARD	DESCRIPTION	EXAMPLE PERFORMANCE TARGET	CALCULATION	FREQUENCY
Resume Submittal Response Time	Measures response time from receipt of request to delivery of candidate resumes.	85%	Average number of requisitions which received first batch review within four business days.	Quarterly
Round One Fill Rate	Measures ability to satisfactorily fulfill request with first round of resumes submitted to requestor (top three to five candidates).	80%	Total number of filled positions resulting from the first round of resumes/total number of requisitions filled.	Quarterly
Resource Dismissal	Measures number of resources dismissed due to inadequate resource performance.	12% or lower	Number of turnovers (due to inadequate performance)/ total number of resources engaged through end of the quarter including SLA exempt resources.	Quarterly
Accurate Billing	Monthly invoice is complete and correct, submitted on time.	90%	Number of invoices accepted by agency/ total number of invoices.	Quarterly

EXAMPLE PERFORMANCE STANDARD	DESCRIPTION	EXAMPLE PERFORMANCE TARGET	CALCULATION	FREQUENCY
Customer Satisfaction	For staff augmentation, online survey provided after first quarter engagement of resources and annually thereafter and at conclusion of work assignment. For SOW engagements, on-line survey provided at end of the SOW.	95%	Online survey provided after first quarter of engagement, annually, and at conclusion of work assignment.	Quarterly
System Availability	VMS is available to hiring managers and subcontractors.	90%	Measured 24/7 with exception of announced down times.	Monthly
Resource Quality	Measures quality of resources submitted to manager. Resumes need to meet technical requirements.	85% or higher	Number of resumes meeting technical requirements in PeopleFluent® score submitted to manager/ total numbers of resumes submitted to manager.	Quarterly

Figure 21: Example Service Level Agreement for NJPA Member

EXAMPLE PERFORMANCE STANDARD	DESCRIPTION	EXAMPLE PERFORMANCE TARGET	CALCULATION	FREQUENCY
Percentage of Timesheets Submitted on Time	Timesheets will be submitted to the State for approval by defined deadline.	95%	Average number of timesheets submitted by deadline/total number of engaged resources.	Monthly
Resource Dismissal	Measures number of resources dismissed due to inadequate resource performance.	5% or lower	Number of turnovers (due to inadequate performance)/ total number of resources.	Quarterly
Attrition Rate	Measures resource turnover due to unplanned situations that are not caused by the NJPA, excluding inadequate performance, death, serious illness, etc.	5% or lower	Number of unplanned turnovers within the quarter/total number of resources engaged through end of the quarter including SLA exempt resources.	Quarterly

EXAMPLE PERFORMANCE STANDARD	DESCRIPTION	EXAMPLE PERFORMANCE TARGET	CALCULATION	FREQUENCY
Candidates Interviewed	Measures the number of candidates who fulfill interview requests.	80%	Number of candidates interviewed/total number of candidates requested for interview	Quarterly
Candidates Fulfilling Offers of Engagement/ Failure to Start	Measures the number of candidates who start engagements after offer acceptance. Measures false starts.	95%	Number of candidates starting engagements/ total number of candidates accepting offers of engagement.	Quarterly

Figure 22: Supplier Service Level Agreement

Remedies for SLA non-Compliance

CAI proposes the following remedies for noncompliance with SLAs. A review period would be one quarter of service, but meeting to review the SLAs and remediation plan would occur at more frequent intervals determined by the State.

- A discussion will take place between Contractor representatives and the State Program Manager. Contractor will be given a warning and a plan will be developed to improve on the problem areas within 30 days, or a time frame commensurate with program volume.
- If a second review occurs in which the Contractor fails to meet the service levels, the Contractor will be placed on Probation and be given two review periods to improve its overall service score.
- CAI will be allowed a 90-day grace period starting at the time the first order is placed to ramp up services, without scoring on any of the performance metrics in the SLAs. CAI will begin measuring the service levels immediately after completion of implementation.

CAI includes specific quality control points in our subcontractor agreements. These agreements require the following of all enrolled subcontractors:

- Industry-accepted technical screening
- Limitations on the layering of subcontractors
- Legal employment requirements
- Requirements to audit payroll, if needed

CAI uses the Vendor Scorecard as identified above in Figure 18, page 30, to monitor a specific supplier's performance. The dashboard highlights specific points of performance – both positive and negative – and enables the supplier and the MSP to discuss and evaluate performance and potential areas of improvement.

- 35) Describe your process for ensuring compliance with, for example, the Health Insurance Portability and Accountability Act (HIPAA), the Family Educational Rights and Privacy Act (FERPA), and any other relevant statutory or regulatory requirements.

CAI has a rigorous process to ensure we maintain compliance with statutory and regulatory requirements. Our Human Resource and Legal functions are the first step. These two organizations within CAI consistently monitor and track changes that may and do affect our business. On introduction of new statutory or regulatory requirements, these organizations review and assess the impact on our business. They make recommendations and evaluate how the changes need to be implemented and

what CAI needs to do to become compliant. Once this has been established, the MSP Project Management Office function evaluates and recommends how the changes are incorporated into the MSP process. The changes will be introduced into the overall program and then further into the PeopleFluent® VMS tool as applicable, either by CAI as a compliance feature or by PeopleFluent® as a software update. The key step is educating our staff and suppliers on the changes. We develop and provide training literature detailing the changes, and provide training via webinar or classroom to our suppliers and sales staff nationwide.

Further, we also work with PeopleFluent® on statutory and regulatory changes. PeopleFluent® monitors change as rigidly as we do and therefore remains on top of addressing change within their products. This acts as a checks and balance to CAI; with both organizations constantly monitoring policy change, we reduce the risk of any oversight.

CAI will verify that automated and manual processes comply with state and Federal provisions governing confidentiality of health-related data, including reporting requirements. CAI staff will receive initial training on the HIPAA and other applicable provisions, and will attend mandatory annual refresher training. Our staff training and other code of conduct and business operations policies will promote that Protected Health Information (PHI) and other data is maintained and used in strict adherence to applicable provisions.

At a minimum, our team will adhere to the following regulations and guidelines for security, privacy, confidentiality, and auditing:

- Health Insurance Portability and Accountability Act of 1996, Public Law 104-191
- Standards for Privacy of Individually Identifiable Health Information – 45 CFR Parts 160, 162, and 164
- Security Standards for the Protection of Electronic Protected Health Information – 45 CFR Parts 160, 162, and 164 Subpart C
- NIST SP 800-66, Guide for Implementing the HIPAA Security Rule
- HIPAA Security Assessment
- Protected Health Information; PHI under HIPAA is related to:
 - The individual's past, present, or future physical or mental health or condition
 - The provision of health care to the individual, or the past, present, or future payment for the provision of health care to the individual
 - Information that identifies the individual or for which there is a reasonable basis to believe it can be used to identify the individual
 - Demographic information such as name, race, and age

Vendor Management System Compliance

PeopleFluent® respects individual privacy and takes technical, contractual, administrative, and physical steps to protect against unauthorized access to and disclosure of individually identifiable information. PeopleFluent® strives to collect and use personal information in a manner consistent with the laws of the countries in which they do business and abides by the Safe Harbor Principles developed by the U.S. Department of Commerce in coordination with European Commission. PeopleFluent, Inc., and PeopleFluent Ltd., comply with the EU Safe Harbor framework as set forth by the Department of Commerce regarding the collection, use, and retention of data from the European Union.

Specifically, PeopleFluent® does not use PII such as social security numbers (unless required by the client), nor does it store any health information. PeopleFluent® uses its own unique identifier for candidates. Each supplier is given their own unique, secure domain of PeopleFluent® where they maintain their user profiles and candidate pool. Neither CAI nor any system user has access to the

supplier domain. Subcontractor/Supplier on-boarding documentation (W-9, sub agreement, diversity certifications, etc.) information is accessed only by the subcontractor and CAI's MSP Operations and Account Management Teams. Of that, financial information, which is sometimes used when determining vendor enrollment eligibility, is the most sensitive; that is used by our Operations Team in determining a vendor's eligibility. This information's access is protected by access rights and password protection.

36) What is your rate of service errors?

Our solution is built on managing to SLAs that focus on the accuracy and timely delivery of high quality talent. Our success ratio for Fill Rate is exceptionally high. SLAs, when supported by metrics gathered from the VMS and from process audits, promote consistent service and continual improvement in service. SLAs and metrics will be recorded from the first day following implementation completion and sign off. They will carry through the entire period of performance.

As an organization that delivers multiple MSPs to states across the country, we know how to manage, record, and report back against key metrics so that the NJPA Member can see a return on their investment not only in terms of vacant positions filled, but also in terms of improved overall delivery of service. This means that through the careful management of the SLAs, we are providing a service that is increasing in efficiency and quality which results in an overall more effective solution for the NJPA Member.

37) How do you handle peak demand periods for contractors or agencies?

Supplier Network Scalability

The key to managing peak demands is our broad supplier base. Currently, CAI manages over 1,550 suppliers across its existing MSPs and other staffing contracts. The CAI model is based upon open enrollment for a supplier which means the supplier base has the potential to grow ad infinitum. CAI will develop a supplier pool to support each NJPA Member or align the NJPA Member with an existing supplier pool as appropriate. However because we have access to such a large number of registered suppliers, as shown in Figure 23, it means that we can reach out and on-board additional suppliers to the NJPA program quickly and efficiently as demand requires. Those suppliers have the opportunity to not only support a demand or surge but also they are able to then support the NJPA program for the remainder of the period of performance should they wish. Having now delivered 10+ MSP contracts, CAI is very confident that our approach works and is easily able to meet client surges at short notice.

Number of Suppliers by State

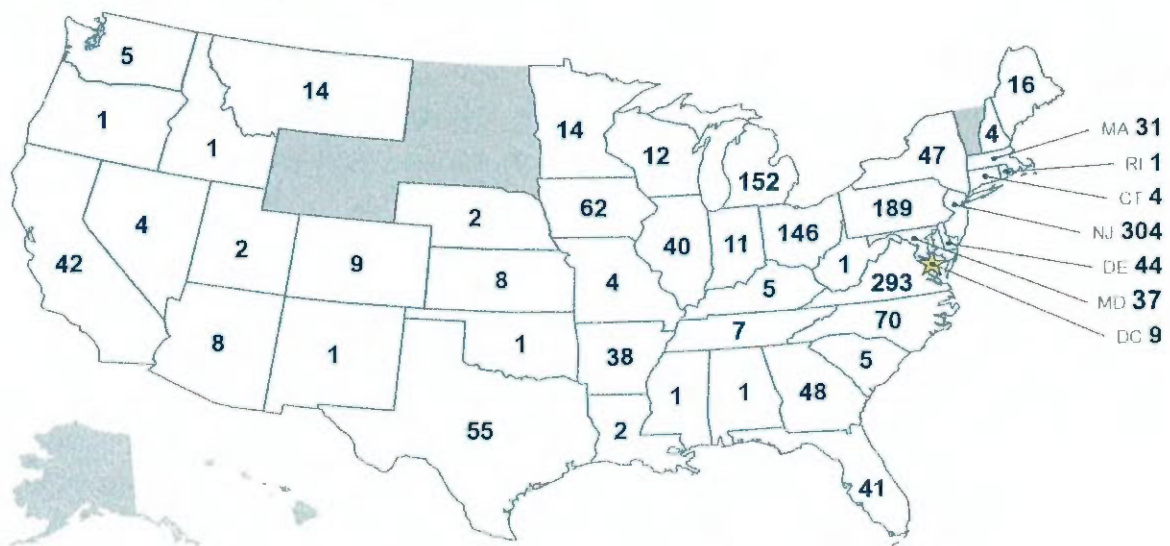


Figure 23: Available Registered Suppliers

CAI Scalability

The second part of our solution to meet surge demands is the local state and regional teams we have in place in our 24 country-wide offices. Our State programs rely on the services of locally based teams who work directly with clients or NJPA Members to facilitate the development of requirements, manage the placement process, and resolve issues. Each of those programs will have peaks where additional CAI staff is necessary to manage those peaks in demand. The important aspect to note is that the personal relationships developed here allow for the planned management of surge requirements. The local teams understand and plan ahead based on information shared by the client. Any anticipation of, or expected unplanned surge, can be accommodated when the information is shared. In most instances surge demands can be mitigated before they truly become a risk. This is a key component of the strong account management function that CAI will bring in support of NJPA.

In extreme, unplanned situations, where demand hits totally unexpected, CAI will draft in the support of its own Recruiting Teams and resources. For instance, the State of Arkansas recently had a wave of more than 50 open requirements that required additional staff from Harrisburg to back up the local team and assist with supplier communications as well as screening and response management for those open positions. As a large organization, CAI has over 20 recruiters within the company. This means that during challenging circumstances we have the capability and manpower, along with the IT resources, to support a client or clients. Our recruiter network is nationwide so that means while requisitions may originate in Hartford, CT, for example, our recruiters can search for resources across the country. An additional benefit of this approach also means that we can take advantage of time zone differences to increase the length of the working day and reach candidates who maybe otherwise engaged during typical working hours.

38) What are your help desk service level guidelines?

CAI's Operations Team provides Level 1 support for Help Desk calls, logging and tracking issues, and questions from the NJPA, Members, and supplier users. The Operations Team is highly skilled, having provided support across our entire MSP contracts for many years. They have extensive knowledge of the procedures related to these types of contracts so their responsiveness is quick and accurate, and based upon lessons learned.

They are able to answer general questions on how to utilize the contract, but escalate to the local Account Managers as necessary. The team also has deep experience with the PeopleFluent® VMS tool and is able to answer "how to" questions related to the use of the tool from the agency, supplier, and candidate perspectives. They are capable of providing ad hoc training over the phone when needed, i.e., talking to the user and walking them through a process. Requests are tracked on our Help Desk ticketing system and include the following:

- Reporting requests
- Password resets
- User profile additions/changes
- PeopleFluent® mentoring/training
- PeopleFluent® functionality issue resolution
- Invoicing inquiries

A key component of managing the supplier network is the MSP Operations Team. They are also responsible for most back office tasks, as the following describes. This team consists of two distinct sub-teams: Analytics and Engagement. The teams work together to configure PeopleFluent® VMS and engage candidates so they can submit their timesheets. These tasks ensure the workflow operates seamlessly.

The MSP Analytics Team performs the following services:

- PeopleFluent® VMS Configuration
- State and Supplier Training
- Business Intelligence and Report Management Support
- Subcontractor Portal Design and Maintenance
- Immigration Support
- Subcontractor Reference Requests
- Invoice Management

The MSP Engagement Team performs the following services:

- Respond to Service Tickets
- Candidate Administration
- Timesheet Entry and Approval Tracking
- Purchase Order Spend Tracking
- Client and Candidate Help Desk

CAI has an established escalation path to support challenging issues. The escalation process varies depending on the user and the type of issue. For any issues associated with the VMS tool itself, i.e., software-specific issues, the user starts with the MSP Help Desk, either via telephone or email. For this kind of issue, users include State and vendor management, as well as individual contract staff who are working on-site at agency offices. For issues unrelated to the VMS tool, we have defined separate escalation paths for NJPA Member users and for vendor suppliers; this is due to the nature of the business model. For issues related to a requisition or to the performance of the individual contract resource, the NJPA Member user normally contacts his/her designated Account Manager via telephone or email. All issues related to performance and client satisfaction are part of contract metrics reporting and our SLA. We escalate unusual issues to the State at the discretion of the CAI Executive Account Manager and CAI Executive Sponsor. The following table, Figure 24, shows the escalation path for each type of issue.

	AGENT	TASK / RESOLUTION	NOTIFICATION	RESPONSE TIME
SOFTWARE ISSUES				
1	MSP Help Desk	Provide explanation on the phone or by email.	Verbally or via email.	4 hours
2	MSP Operations Manager	Review issue, explain resolution to Help Desk.	Normally verbally; via print if updating process documentation.	4 hours
3	PeopleFluent® VMS Help Desk	Research/resolve issue, explain to Operations Manager.	Email and/or telephone.	4 hours
AGENCY ISSUES				
1	CAI Account Manager	Work with individual staff to resolve issues; remove/replace if necessary; review invoice.	Verbally or via email.	4 hours
2	MSP Operations Manager	If labor- or billing-related, research and review data.	Email, normally with attachments.	4 hours

3	CAI Executive Account Manager	Discuss issue with all parties, possibly including MSP managers at other accounts for advice on similar issues.	Verbally or via email, possibly including meeting in person; additional updates to process documentation, if changes occur.	4 hours
4	CAI Executive Sponsor	Discuss issue with all parties.	Personal meeting with stakeholders.	4 hours
VENDOR ISSUES				
1	MSP Help Desk	Provide explanation by phone, email, fax, or U.S. mail.	Verbally or in print via email, fax, or U.S. mail.	4 hours
2	CAI Account Manager	Review issue and discuss with vendor, if necessary.	Normally verbally; via print if updating process documentation.	4 hours
3	CAI Executive Account Manager	Research issue and discuss with vendor, if appropriate.	Via email and/or telephone.	4 hours
4	CAI Executive Sponsor	Discuss with staff; intervene with vendor if necessary.	Via email and/or telephone.	4 hours

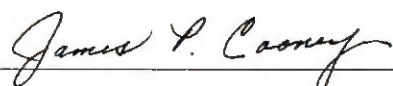
Figure 24: Help Desk Escalation Path

39) What is your average response time for both routine and urgent agency requests?

CAI's average time to fill a requirement, from receipt of requirement through to Day 1 is 3.5 weeks. This is from receipt of requisition through to the resource reporting for work on the first day of employment. This includes all interviews, screening and background checks, system administration, and any contractual information to be completed by all parties, as appropriate.

Although there are similarities across service provisions, each of our current MSPs for state government has specific requirements to be met and each program is a tailored solution. As such, CAI will work with and customize the SLA to meet the needs of the NJPA Member. This will be agreed upon and documented as part of the SLA.

CAI provides its customers with the average time to fill reports on a quarterly basis. Any placements that greatly exceed the average are reviewed both internally and with clients to determine the factors behind the delayed placement. Recommendations and changes to process are considered if this is the reason for significant delay. If the anomalies are outliers, we look to understand the causes in order to prepare for similar eventualities. Outliers are most commonly associated with technology skills or security requirements – technology as in the requirement is bleeding-edge, or conversely for a product that is extremely dated and so the skill set is hard to locate; and security requirements, particularly in the Federal arena, have major impacts to timeliness when working with secure agencies or secure environments.

Signature: 

Date: 2/8/2017