

**MODIFICATION # 7  
TO  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN THE  
COMMONWEALTH OF VIRGINIA  
AND  
COMPUTER AID INC.**

This MODIFICATION #7 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. Exhibit "F" to Contract Number VA-130620-CAI is replaced in its entirety by Exhibit "F" attached hereto.
2. Attachment 1 to Exhibit F which is referenced in Modification #1 to this contract is deleted in its entirety.
3. Attachment 2 to Exhibit F which is referenced in Modification #5 to this contract is deleted in its entirety.
4. Exhibit C which is attached to Modification #2 to this contract is amended as follows:

The following paragraph on pp.12-13 of Exhibit C entitled Section Number 13. General Provisions, Section A. "Relationship Between Supplier and Subcontractor" is deleted in its entirety:

**13. GENERAL PROVISIONS**

**A. Relationship between Supplier and Subcontractor**

Subcontractor has no authority to contract for Supplier in any way to bind, to commit Supplier to any agreement of any kind, or to assume any liabilities of any nature in the name of or on behalf of Supplier. Under no circumstances shall Subcontractor or any of its employees, hold itself out as or be considered an agent or an employee of Supplier and Supplier shall have any duty to provide or maintain any insurance or other employee benefits on behalf of Subcontractor or its employees. Subcontractor represents and warrants that it is an independent contractor for purposes of federal, state and local employment taxes and agrees that Supplier is not responsible to collect or withhold any federal, state or local employment taxes, including, but not limited to,

income tax withholding and social security contributions, for Subcontractor. Subcontractor shall immediately pay all taxes lawfully imposed upon it with respect to this Contract or any Services provided pursuant to this Contract.

5. The following paragraph replaces the above deleted paragraph in Exhibit C of Modification #2:

**13. GENERAL PROVISIONS**

**A. Relationship between Supplier and Subcontractor**

Subcontractor has no authority to contract for Supplier in any way to bind, to commit Supplier to any agreement of any kind, or to assume any liabilities of any nature in the name of or on behalf of Supplier. Under no circumstances shall Subcontractor or any of its employees, hold itself out as or be considered an agent or an employee of Supplier and Supplier shall not have any duty to provide or maintain any insurance or other employee benefits on behalf of Subcontractor or its employees. Subcontractor represents and warrants that it is an independent contractor for purposes of federal, state and local employment taxes and agrees that Supplier is not responsible to collect or withhold any federal, state or local employment taxes, including, but not limited to, income tax withholding and social security contributions, for Subcontractor. Subcontractor shall immediately pay all taxes lawfully imposed upon it with respect to this Contract or any Services provided pursuant to this Contract.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

**ALL OTHER TERMS AND CONDITIONS OF CONTRACT VA-130620-CAI REMAIN UNCHANGED.**

**PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.**

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

**Computer Aid, Inc.**

BY: James Cooney  
NAME: James Cooney  
TITLE: Managing Director  
DATE: 10-19-2015

**Commonwealth of Virginia**

BY: Philip L. Pippert  
NAME: PHILIP L. PIPPERT  
TITLE: DIRECTOR, SCM  
DATE: 10/20/15

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## APPLICATIONS

### 1. Programmer Analyst

- Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems. Evaluates user request for new or modified program, such as for financial or human resource management systems, clinical research trial results, statistical study of traffic patterns, or analyzing and developing specifications for bridge design, to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Consults with user to identify current operating procedures and clarify program objectives. Formulates plan outlining steps required to develop program, using methodologies such as structured analysis and design or object-oriented development.
- Work involves assisting in analyzing systems outlines to develop programs for computer applications, writing solution programs, documenting the methods and procedures used in program development, and testing and correcting programs. Works under moderate supervision with limited latitude for the use of initiative and independent judgment. Develops block diagrams and machine logic flowcharts to represent operations and data flow for applications.
- Captures requirements using industry standard development frameworks and tools. Designs reports, forms and letters along with computer terminal screen displays to accomplish goals of user request. Reviews screens, reports, forms and letters designs with users. Converts project specifications, using industry standard tools, such as object-oriented tools and code generation, into sequence of detailed instructions and logical steps for coding into language processable by computer, applying knowledge of computer programming techniques and computer languages.
- Enters program codes into computer system. Enters commands into computer to run and test program. Reads computer printouts or observes display screen to detect syntax or logic errors during program test, or uses diagnostic software to detect errors. Replaces, deletes, or modifies codes to correct errors. Analyzes, reviews and alters program to increase operating efficiency or adapt to new requirements. Writes documentation to describe program development, logic, coding, and corrections. Writes manual for users to describe installation and operating procedures. Assists users to solve operating problems. Recreates steps taken by user to locate source of problem and rewrites program to correct errors. May use computer-aided software tools in each stage of system development. May train users to use program. May oversee installation of hardware and software. May provide technical assistance to program users. May install and test program at user site. May monitor performance of program after implementation. May specialize in developing programs for business or technical applications.

Programmer Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment

Programmer Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Programmer Analyst 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, may lead and direct the work of others, a wide degree of creativity and latitude is expected.

Programmer Analyst 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, may lead and direct the work of others, a wide degree of creativity and latitude is expected.

Programmer Analyst 5	
Years of Experience	Advanced experience in the IT industry and as a programmer analyst.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry.

Programmer Analyst 6	
Years of Experience	Advanced experience in the IT industry and as a programmer analyst
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and make recommendations on the use of the specialty technologies and integration within the organization's architecture.

## 2. Programmer

- Converts data from project specifications and statements of problems and procedures to create or modify computer programs. Prepares, or receives detailed specifications to describe sequence of steps that program must follow and input, output, and logical operations involved. Analyzes specifications, applying knowledge of computer capabilities, subject matter, and symbolic logic. Confers with supervisor and representatives of departments concerned with program to resolve questions of program intent, data input, output requirements, and inclusion of internal checks and controls. Converts detailed specifications to language processable by computer. Enters program codes into computer system. Inputs test data into computer. Observes computer monitor screen to interpret program operating codes. Corrects program errors, using methods such as modifying program or altering sequence of program steps. May prepare computer block diagrams and machine logic flowcharts for detailed coding of problems, and provides for the documentation of programming work.
- Writes instructions to guide operating personnel during production runs. Analyzes, reviews, and rewrites programs to increase operating efficiency or to adapt program to new requirements. Compiles and writes documentation of program development and subsequent revisions. May assist computer operator to resolve problems in running computer program. May work with System Analyst to obtain and analyze project specifications. May direct and coordinate work of others to write, test, and modify computer programs. Work involves writing programs to solve problems, documenting the methods and procedures used in program development, and testing and correcting programs. Work involves analyzing system outlines to develop programs for computer applications; writing solution programs; May train others. Works under general supervision with limited latitude for the use of initiative and independent judgment. Analyzes proposed computer applications in terms of equipment requirements and capabilities. Assists in developing solutions to software-related problems. May assist in the generation or installation of systems software.
- Prepares test data. May assist in writing and maintaining functional and technical specifications. Experience in computer programming work. Knowledge of the principles, practices, and techniques of computer programming and systems analysis, of computer operations procedures and systems, and of computer programming languages. Skill in the use of computer equipment. Ability to design programs and systems architecture; to prepare program specifications; to code, test, and debug computer programs; to interpret technical information relating to computer programming and other areas of data processing; and to communicate effectively.

Programmer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Programmer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Programmer 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Programmer 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Programmer 5	
Years of Experience	Advanced experience in the IT industry and as a programmer.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry.

Programmer 6	
Years of Experience	Advanced experience in the IT industry and as a programmer.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and make recommendations on the use of the specialty technologies and integration within the organization's architecture.

### 3. Software Test Analyst

- Develops, publishes, and implements test plans. Writes and maintains test automation. Evaluates, recommends, and implements automated test tools and strategies. Develops, maintains, and upgrades automated test scripts and architectures for application products. Also writes, implements, and reports status for system test cases for testing. Analyzes test cases and provides regular progress reports. Participates in the testing process through test review and analysis, test witnessing and certification of software.

Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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<b>Analyst 2</b>	
<b>Years of Experience</b>	4-7 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>

<b>Analyst 3</b>	
<b>Years of Experience</b>	7-10 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and</p>

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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<b>Analyst 4</b>	
<b>Years of Experience</b>	11-14 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>

<b>Analyst 5</b>	
<b>Years of Experience</b>	15 or more years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and</p>

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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#### 4. Technical Writer

- Develops and maintains user and technical documentation and project process documentation for Application Teams. Understands the user's view of applications and /or technology and is able to put procedures in a logical sequence. Provides expertise on technical concepts of applications and /or user groups and structuring procedures in a logical sequence, due to a broad understanding of the applications. Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document.
- Develop, enhance, and maintain user documentation for multiple applications including documentation required for the operations provider. Develop on-line source documentation as appropriate. Maintain documentation libraries and subscription lists. Identify, create, revise, and maintain documentation and templates. Ensure appropriate control access/use of documentation materials. Maintain application and user documentation. Ensure messages and terminology is consistent across all written materials. Research and complete documentation service requests. Communicate accurate and useful status updates. Manage and report time spent on all work activities. Follow quality standards. Ability to work in a team environment. Strong communication skills; both written and spoken.
- Composes technical documents, manuals, bulletins, brochures, publications, training manuals, and special reports. Organizes and coordinates the composition of material and drafting of forms suitable for reproduction. Reviews and edits prepared material and illustrations. Develops and refines material for publication in journals and periodicals. Prepares informational material for release to the mass media. Works with agency staff in the development of formats, graphics, and the layout of publications. Assists agency staff in preparing and refining material for speeches and other public presentations. May research product design, capabilities, and compatibility ranges.
- May oversee the writing, editing, publishing, and distribution of specification documents. May review various resources and prepare analyses or summaries. May train others. Experience in technical writing, journalism, or communications work. Knowledge of the techniques and methods of planning, organizing, and writing various types of materials; of research methodology; and of departmental policies, procedures, and regulations. Skill in the use of office equipment. Ability to conduct research; to compose, review, illustrate, and edit technical documents, materials, and reports; to communicate effectively; and to train others.

Technical Writer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Technical Writer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Technical Writer 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 5. Business Analyst

- Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Experienced with business process reengineering and identifying new applications of technology to business problems to make business more effective. Familiar with industry standard (including Legacy, Core, and Emerging technologies), business process mapping, and reengineering. Prepares solution options, risk identification, and financial analyses such as cost/benefit, ROI, buy/build, etc. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs.
- Prepare and document Functional and Technical Specifications for reporting and data warehouse work. Assist with business warehouse/intelligence support and enhancements. Develops RFPs. Assist in deployment and management of end-user reporting tools and platforms. Work with IT and business project teams to understand reporting and data warehousing requirements and propose solutions. Document and provide knowledge transfer to the rest of the Enterprise Reporting Team for all solutions.
- Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Familiar with relational database concepts, and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Business Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Business Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Business Analyst 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Business Analyst 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Business Analyst 5	
Years of Experience	16 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 6. System Analyst

- Understands business objectives and problems, identifies alternative solutions, performs studies and cost/benefit analysis of alternatives. Analyzes user requirements, procedures, and problems to automate processing or to improve existing computer system: Confers with personnel of organizational units involved to analyze current operational procedures, identify problems, and learn specific input and output requirements, such as forms of data input, how data is to be summarized, and formats for reports. Writes detailed description of user needs, program functions, and steps required to develop or modify computer program. Reviews computer system capabilities, specifications, and scheduling limitations to determine if requested program or program change is possible within existing system.
- Studies existing information processing systems to evaluate effectiveness and develops new systems to improve production or specifications as required. Prepares specifications to detail operations to be performed by equipment and computer programs and operations to be performed by personnel in system. Conducts studies pertaining to development of new information systems to meet current and projected needs. Plans and prepares technical reports, memoranda, and instructional manuals as documentation of program development. Upgrades system and corrects errors to maintain system after implementation. May assist computer programmer in resolution of work problems related to project specifications, or programming. May direct and coordinate work of others to develop, test, install, and modify programs.
- Provides technical assistance and support for applications and hardware problems and for information sharing with external entities in a customer service environment. Provides field coordination and planning for the effective use of management information systems. Determines operational, technical, and support requirements for the location, installation, operation, and maintenance of various office equipment and systems. Prepares charts, diagrams, tables, and flowcharts. Details input and output record formats for computer programs. Assists in formulating logical descriptions of problems and devising optimum solutions. Assists in the design, development, and maintenance of various computer applications. May provide support and make recommendations for information technology systems processes associated with software technology planning, development, implementation, system security, and interfaces.
- Graduation from an accredited four-year college or university with major course work in computer science, computer information systems, or management information systems is generally preferred. Knowledge of the limitations and capabilities of computer systems and of the techniques used in the design of non-automated systems, of information technology equipment, of applicable programming languages, of computer hardware and software, of computer operating systems, of writing program code, and of automated mapping. Ability to analyze systems and procedures, to write and revise standards and procedures, to communicate effectively, and to train others.

System Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

System Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with

	considerable latitude for the use of initiative and independent judgment.
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<b>System Analyst 3</b>	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

<b>System Analyst 4</b>	
Years of Experience	10 or more years of experience in the field.
Job Description	Advanced experience in the field.

<b>System Analyst 5</b>	
Years of Experience	12 or more years of experience in the field.
Job Description	Proven experience with complex concepts, practices, and procedures within the IT industry. Relies on advanced experience and judgment to plan and accomplish goals.

<b>System Analyst 6</b>	
Years of Experience	14 or more years of experience in the field.
Job Description	Proven experience with complex concepts, practices, and procedures within the IT industry. Relies on advanced experience and judgment to plan and accomplish goals. Works independently and cooperatively with management and stakeholders.

## 7. Software Solutions Architect

<b>Solutions Architect</b>	
Years of Experience	5 or more years of experience in the field.
Job Description	Lead and manage the design, implementation and delivery of system and software architecture designs, strategies and quality assurance plans. Design, prototype, develop and implement to achieve business results for the client. Experienced expert able to lead and deliver solutions using object-oriented, service-oriented architecture, and n-tier architectures. Adopt, develop, and execute a robust software development lifecycle, using industry best practices. Follows both the Commonwealth and industry best practices for software engineering. - Leads in the development of long term technology strategy and planning for the entire organization leveraging existing and acquiring new resources. Leads and actively participates on project teams, clarifying business needs and requirements, performing analysis, design, development, integration, and maintenance of

	systems across the enterprise. Willing and able to engage with other internal organizations to maximize delivery capabilities and provide value to clients. Participates and leads the development of delivery approach, and labor and cost estimates. Manage projects or tasks using the Commonwealth and industry project delivery methodologies and best practices. Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.
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## 8. Intelligent Transportation Systems Specialist

Intelligent Transportation Systems (ITS) Specialist	
Years of Experience	5 or more years of experience in the field
Job Description	<p>Design, plan, manage, and implement, and review Intelligent Transportation Systems (ITS ) and Transportation/Traffic Management Centers. Participate in the design, layout, modification, and fabrication of the ITS components used in the Commonwealth transportation infrastructure; recommend ITS equipment specifications; assist in developing operating procedures for ITS devices; read diagrams, blueprints, manuals, and specifications for new installations and continual maintenance of ITS devices; make corrections to schematics and blueprints; assist contractors and other agencies with installation of new devices and system expansion.</p> <p>Make independent technical decisions in the course of day to day activities.</p> <p>Design, lead and participate in complex field and bench testing procedures on a variety of ITS equipment, such as closed circuit television systems, traffic system control units, trailblazer signs, dynamic message signs, radio communication facilities, conflict monitors, incident detection systems, load switches, inductive vehicle detection systems, power service assemblies, and others; test, troubleshoot, and repair ITS equipment to component level of micro processing systems; maintain and service a variety of test and repair equipment.</p> <p>Train assigned staff in proper work methods and techniques and in the set up and use of equipment.</p> <p>Document all ITS devices in the freeway and arterial infrastructure.</p> <p>Assist Traffic Management Center staff within the center as needed with the operation of the ITS facilities.</p>

## 9. ERP Analyst

ERP Analyst 1	
Years of Experience	0-2
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

ERP Analyst 2	
Years of Experience	2-4
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager

ERP Analyst 3	
Years of Experience	4-6
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Analyst 4	
Years of Experience	6-8
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Analyst 5	
Years of Experience	8+
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the

	field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
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## 10. ERP Developer

ERP Developer 1	
Years of Experience	2-4
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
ERP Developer 2	
Years of Experience	4-6
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
ERP Developer 3	
Years of Experience	6-8
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
ERP Developer 4	
Years of Experience	8-10

Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
ERP Developer 5	
Years of Experience	10+
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

## 11. ERP Database Administration

ERP Database Administrator 1	
Years of Experience	1-3
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 2	
Years of Experience	3-5
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to

	plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.
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ERP Database Administrator 3	
Years of Experience	5-7
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 4	
Years of Experience	7-10
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 5	
Years of Experience	10+
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

## 12. ERP Project Manager

ERP Project Manager 1	
Years of Experience	1-7
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.</p> <p><a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a></p>

ERP Project Manager 2	
Years of Experience	8-10
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and</p>

	<p>ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.</p> <p><a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a></p>
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ERP Project Manager 3	
Years of Experience	11+
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns</p>

	responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers. <a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a>
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### 13. Geospatial Projects Manager

Geospatial Projects Manager	
Years of Experience	A minimum of three years of professional experience is required in Geographical Information System (GIS), cartography, CADD, or a related field. A minimum of three years of professional experience as a project manager for geospatial projects is required.
Job Description	Lead and direct cross-functional teams to deliver complex geospatial projects within the constraints of schedule, budget and scope. Assess desired outcomes and identify user requirements and needs. Design geospatial solutions, including geo-database schema, system requirements, system configuration and application functional requirements. Develop and obtain approval of project plans according to accepted practices and procedures. Integrate resources and develop additional resources to facilitate, manage and execute geospatial projects. Facilitate stakeholder communications, project reporting, and project oversight. Manage project closeout and the development of operations and support plans for geospatial data and application maintenance. Provide technical oversight and develop standards for geospatial data and applications.

### 14. Geographic Information System Analyst

Geographic Information System Analyst	
Years of Experience	A minimum of two years of professional experience is required in GIS, cartography, CADD, or a related field.
Job Description	Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing complex spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial basemap information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

### 15. Geographic Information System Specialist 1

Geographic Information System Specialist 1	
Years of Experience	Two (2) years of professional experience is required in GIS, cartography, CADD, or a related field.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites) in addition to performing simple spatial analyses. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

### 16. Geographic Information System Specialist 2

Geographic Information System Specialist 2	
Years of Experience	3-4 years of experience in the field or in a related area.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites) in addition to performing simple spatial analyses. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

### 17. Geographic Information System Technician Trainee

Geographic Information System Technician Trainee	
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Years of Experience	One year of professional experience related to GIS, cartography, CADD, or a related field, or a minimum of six undergraduate credit hours in GIS, cartography or CADD.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data.

## 18. Geographic Information System Technician I

Geographic Information System Technician I	
Years of Experience	A minimum of two (2) years of successful experience at the equivalent of the GIS Trainee level.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data.

## 19. Geographic Information System Technician II

Geographic Information System Technician II	
Years of Experience	A minimum of three (3) years of professional experience in GIS, cartography, CADD, or a related field.
Job Description	Perform specialized technical work in support of complex GIS applications. Implement geo-databases, establish recovery plans, and monitor geo-database performance. Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing simple spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

## 20. Geographic Information System Technician III

Geographic Information System Technician III	
Years of Experience	A minimum of four (4) years of professional experience in GIS, cartography, CADD, or a related field.
Job Description	Perform specialized technical work in support of complex GIS applications. Implement geo-databases, establish recovery plans, and monitor geo-database performance. Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing simple spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

## 21. Graphic Designer

Graphic Designer 1	
Years of Experience	Less than five years industry experience.
Job Description	Ability to assemble and create images for use with electronic and print publishing. Strong understanding of visual identifies and application of logos and identity marks.
Graphic Designer 2	
Years of Experience	5-7 years industry experience.
Job Description	Advanced experience in the use of various design software and technologies; advanced understanding of electronic design standards and techniques.

## 22. Mobile Specialist

- The Mobile Specialist serves in many capacities, including Developer, Engineer, Technical Architect, and Analyst for Mobile Projects. The Mobile Specialist often guides and mentors the technical team in all phases of the SDLC including requirement validation, detail design, development, and implementation.

Mobile Specialist	
Years of Experience	4 year college degree or equivalent technical study.
Job Description	<ul style="list-style-type: none"><li>Serves as the Designer, Developer and/or Engineer on Mobile Projects.</li><li>Meets with end users and technical staff of all types to gather business and system requirements</li><li>Develops and/or engineers user interface, service tier, data tier components, infrastructure or security for Mobile Projects.</li><li>Develops standards, repeatable processes, and reusable components</li><li>Assists in project planning, including developing of timelines, composition of technical teams, and leveling of resources.</li><li>Mentors technical team leads and team members on Department processes and standards to promote consistency and improve productivity.</li><li>Assists in the development and review of technical deliverables on projects.</li></ul>

## 23. Website Developer

Website Developer 1	
Years of Experience	Five years industry experience.
Job Description	Perform specialized programming and technical work for website and Internet development.

Website Developer 2	
Years of Experience	5-7 years industry experience.
Job Description	Perform advanced programming and technical development for website and Internet development

## 24. Webmaster

Webmaster 1	
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Years of Experience	Five years industry experience.
Job Description	Experience maintaining multiple websites. Responsibilities include publishing, examining traffic patterns and transactions, and maintaining usability standards.
<b>Webmaster 2</b>	
Years of Experience	More than five years of industry experience.
Job Description	Advanced experience maintaining multiple websites; examining traffic patterns and transactions; testing for multiple platforms; maintaining usability standards and security standards as they relate to the sites; and the ability to coordinate among content managers and developers.

## CUSTOMER/TECHNICAL SUPPORT

### 25. Help Desk

- Provide technical assistance to computer system users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks, and monitors the problem to ensure a timely resolution. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Answer questions or resolve computer problems for clients in person, via telephone or from remote location. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.
- Provide service and preventive maintenance activities on terminals, printers, personal computers, etc. Basic knowledge of electrical/mechanical principles and basic electronics. Read and comprehend technical service manuals and publications. Knowledge of basic mathematics to read and understand various gauges, meters, and measurement devices. Able to diagnose and repair products by replacing worn or broken parts, and making technical adjustments. Makes appropriate use of reference publications and diagnostic aids in resolving technical problems. Strong communication skills.
- Assist in coordination of changes, upgrades and new products, ensuring systems shall operate correctly in current and future environment. Provide accurate and complete answers to general use and administrative environment questions in a timely manner. Implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors. Communicate accurate and useful status updates. Manage and report time spent on all work activities. Ability to work in a team environment.

<b>Help Desk 1</b>	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-

	established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
<b>Help Desk 2</b>	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
<b>Help Desk 3</b>	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 26. Technical Support

- Maintains, analyzes, troubleshoots, and repairs computer systems, hardware, and computer peripherals. Documents, maintains, upgrades or replaces hardware and software systems. Supports and maintains user account information including rights, security, and systems groups. Performs basic operation, monitoring, installation, trouble shooting, relocations, or maintenance of communications equipment. Identifies and resolves basic communications problems. Prepares or assists in the preparation of service record documentation. Shows awareness of standards and regulatory requirements related to assigned tasks.
- Assists in monitoring and providing assistance on the use and interface of systems, subsystems, and software applications. May be responsible for accessing data from and transferring data to various local, state, or federal databases. May assist in the review and recommendation of the procurement and inventory of information resources hardware or software. May write and update personal computer and mainframe application programs. Experience in automated data processing systems. Knowledge of the practices, principles, and techniques of computer operations, of information systems, of computer software and hardware, and of information security policies and procedures. Skill in the use and support of personal computers, in the use of applicable programs and systems, and in troubleshooting information systems. Ability to operate information technology systems, to communicate effectively, and to train others.
- Provides assistance in the design, development, and maintenance of various system applications. Provides technical assistance and support for applications and hardware problems. Installs, maintains, moves, and assists in testing and upgrading new and existing hardware/software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on system efficiency and utilization. May be responsible for accessing data from and transferring data to various local, state, or federal databases.
- Installs, maintains, moves, and assists in testing and upgrading new and existing hardware and software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Develops procedure manuals. Develops and makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on systems efficiency and utilization. May supervise the work of others.

Technical Support 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Technical Support 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Technical Support 3	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 27. Infrastructure Solutions Architect

- Must be proficient at the techniques that go into the formulation of architectures, including requirements discovery and analysis, application of abstraction, formulation of solution context, solution alternatives identification and assessment, technology selection, and architectural configuration. Extensive understanding and experience in technology areas for Mainframe and Distributed platforms, networking, databases, High Availability/Disaster Recovery, and IT security.
- Ability to work closely with client/application architects, senior managers, and project managers to design and assist with the implementation of the solutions infrastructure related components. Demonstrated ability to work independently and complete assigned project responsibilities under limited supervision. Experience and skills in prevailing industry architecture and engineering methodologies such as ITIL. Knowledge of and experience with a broad range of application servers, web servers, messaging servers, database servers, and related technologies. Able to analyze business requirements and define solutions to address complex business needs. Experience in web infrastructure design and operations including IP, HTTP, HTTPS, FTP, load balancing, clustering, failover, monitoring, diagnostics, performance tuning, etc. Possess high aptitude for problem-solving and trouble-shooting.

Infrastructure Architect 1	
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Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
Infrastructure Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
Infrastructure Architect 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.
Infrastructure Architect 4	
Years of Experience	10-12 years of experience.
Job Description	Advanced experience in architecting infrastructure solutions including proven experience with infrastructure integration.
Infrastructure Architect 5	
Years of Experience	12 or more years of experience in the field.
Job Description	Includes descriptions detailed earlier as well as experience in architecting advanced infrastructure solutions which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and make recommendations on the use of the specialty technologies and integration within the organization's architecture.

## 28. System Administrator

- The System Administrator (SA) is responsible for effective provisioning, installation/configuration, operation, and maintenance of computer hardware and software and related infrastructure. This individual participates in technical research and development to enable continuing innovation within the infrastructure. This individual ensures that system hardware, operating systems, software systems, and related procedures adhere to Commonwealth policies, standards, and guidelines. Responsibilities include systems administration engineering and provisioning, operations and support, maintenance and research and development to ensure continual innovation. Install new / rebuild existing servers and configure hardware, peripherals, services, settings, directories, storage, etc. in accordance with standards and project/operational requirements. Perform daily system monitoring, verifying the integrity and availability of all hardware, server resources, systems and key processes, reviewing system and application logs, and verifying completion of scheduled jobs such as backups. Perform regular security monitoring to identify any possible intrusions. Perform daily backup operations, ensuring all required file systems and system data are successfully backed up to the appropriate media, recovery tapes or disks are created, and media is recycled and sent off site as necessary. Perform regular file archival and purge as necessary. Create, change, and delete user accounts per request. Provide Tier III/other support per request from various constituencies. Investigate and troubleshoot issues. Diagnose and recover from hardware or software failures. Coordinate and communicate with impacted constituencies. Apply OS patches and upgrades on a regular basis, and upgrade administrative tools and utilities. Configure / add new services as necessary. Upgrade and configure system software that supports GIS infrastructure applications or Asset Management applications per project or operational needs. Maintain operational, configuration, or other procedures. Perform periodic performance reporting to support capacity planning. Perform ongoing performance tuning, hardware upgrades, and resource optimization as required. Configure CPU, memory, and disk partitions as required. Maintain data center environmental and monitoring equipment. Apply OS patches and upgrades on a regular basis, and upgrade administrative tools and utilities. Configure / add new services as necessary. Upgrade and configure system software or Asset Management applications per project or operational needs. Maintain operational, configuration, or other procedures. Perform periodic performance reporting to support capacity planning. Perform ongoing performance tuning, hardware upgrades, and resource optimization as required. Configure CPU, memory, and disk partitions as required.

System Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

System Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

System Administrator 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## DATA MANAGEMENT

### 29. Database Architect

- Designs and builds relational databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Must be able to design, develop and manipulate database management systems, data warehouses and multidimensional databases. Requires a depth and breadth of database knowledge that shall help with formal design of relational databases and provides insight into strategic data manipulation. Responsible for making sure an organization's strategic goals are optimized through the use of enterprise data standards. This frequently involves creating and maintaining a centralized registry of metadata. Capable of performing the role of a database administrator, if needed.

Database Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Database Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Database Architect 3	
Years of Experience	8-11 years of experience in the field or in a related area.

Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.
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Database Architect 4	
Years of Experience	12 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 30. Data Warehouse Architect

- Designs, implements and supports data warehousing. Implements business rules via stored procedures, middleware, or other technologies. Defines user interfaces and functional specifications. Responsible for verifying accuracy of data, and the maintenance and support of the data warehouse. Knowledge of data warehouse end-to-end implementation processes, from business requirement logical modeling, physical database design, ETL, end-user tools, database, SQL, performance tuning. Demonstrated problem resolution skills with team of persons, and strong leadership with implementation team Experience in data warehouse design and data modeling (both relational and dimensional) and development and maintenance of multi-dimensional data models. Development experience in implementation of data warehousing utilizing RDBMS. Understanding of data warehouse Metadata concepts, tools and different data warehouse methodologies. Expertise in SQL and proficiency in database tuning techniques. Responsible for the ongoing architecture and design of the data warehouse, data mart, and reporting environments. Develop strategies for flexibility and scalability, and define the future technical architecture direction for the business intelligence reporting physical environment.
- Responsible for proper selection of appropriate hardware, software, tools and system lifecycle techniques for the different components of the end-to-end data warehouse architecture including ETL, metadata, data profiling software, database platform, performance monitoring, reporting and analytic tools. Defining and documenting the technical architecture of the data warehouse, including the physical components and their functionality. Setting or enforcing standards and overall architecture for data warehouse systems. Monitoring the data warehousing industry and assisting in establishing the organization's data warehousing strategy and section of strategic warehousing tools and techniques. Ensuring compatibility of the different components of the DW architecture and ensuring alignment with broader IT strategies and goals. Ability to educate the project teams on the standards and architecture of each component of the data warehouse architecture. Very strong written and oral communication skills, including some presentation skills.

Data Warehouse Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Data Warehouse Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Data Warehouse Architect 3	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 31. Database Administrator

- Responsible for data analysis and database management. Involved in maintenance, enhancement, designing of data dictionaries, physical and logical database models, and performance tuning. Knowledge of the utilities and production tools used for data storage management to support the Application Team. Coordinates physical changes to computer databases; codes, tests, and implements physical database, applying knowledge of data base management system. Designs logical and physical databases reviews description of changes to database design to understand how changes to be made affect physical data base (how data is stored in terms of physical characteristics, such as location, amount of space, and access method).
- Establishes physical database parameters. Uses structured query language (SQL) to define database objects using database definition language (DDL) and control access to database objects using data control language (DCL). Language descriptions and specifies identifiers of database to database management system or directs others in coding database descriptions. Calculates optimum values for database parameters, such as amount of computer memory to be used by database, following manuals and using calculator. Specifies user access level for each segment of one or more data items, such as insert, replace, retrieve, or delete data. Specifies which users can access data bases and what data can be accessed by user. Tests and corrects errors, and refines changes to database.
- Enters SQL to create production data base. Uses database utility programs and 3<sup>rd</sup> party utilities to monitor database performance, such as distribution of records and amount of available memory. Directs programmers and analysts to make changes to data base management system. Reviews and corrects programs. Answers user questions. Confers with coworkers to determine impact of data base changes on other systems and staff cost for making changes to data base. Modifies data base programs to increase processing performance, referred to as performance tuning. Workers typically specialize in one or more types of data base management systems. Providing assistance in the planning, development, maintenance, and monitoring of integrated database systems, and ensuring that the conceptual and design phases of new applications are consistent with the structural parameters within the database environment.
- Evaluates users' requests for new data elements and systems, incorporates them into the existing shared data environment, and provides technical assistance. Coordinates the use of data to ensure data integrity and control redundancy, loads databases, and reorganizes as needed. Performs data modeling and prototyping. Performs logical and physical data modeling, designs relational database models, and creates physical data models from logical data models. Performs security recovery procedures. Determines and implements database

search strategies and storage requirements. Maintains data dictionary ensuring uniformity of definitions and sets standards for use of data dictionary. Monitors database performance and recommends efficiency improvements. Creates test database environment for applications section, including the creation of necessary libraries and procedures.

- Executes the procedures necessary to save, retrieve, and recover databases from hardware and software failures within established procedures. Assists with determining, implementing, and enhancing standards on database security and with monitoring agency disaster recovery procedures and systems. Assists with the installation of database software and with analyzing, designing, and implementing databases. Assists in benchmarking and threshold testing of databases and with establishing and controlling necessary database security. Assists in the selection of database management software. Experience in computer systems analysis or computer programming work.
- Knowledge of the principles, practices, and techniques of computer programming and systems design; of computer operations, systems, and procedures; of project control and cost estimating techniques; of computer programming languages; of data processing flowcharting techniques; of database structures and theories; and of current database technologies.

Database Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Database Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Database Administrator 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Database Administrator 4	
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Years of Experience	12 - 14 years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Database Administrator 5	
Years of Experience	15 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## GOVERNANCE

### 32. IT Procurement Analyst

- Considerable knowledge of principles and practices of IT procurement including automated procurement systems and tools, budget monitoring/maintenance, file and records management, statistical report development, and related bookkeeping/governmental accounting/fiscal procedures.
- Effective oral and written communication skills; strong computer skills including a high level of proficiency with MS Office, databases, spreadsheets, and automated financial systems; proven ability to maintain divisional inventory and to establish effective working relationships with both internal and external vendors and personnel.
- Demonstrated ability to analyze data, develop statistical reports, reconcile records, and provide customer service at all levels; significant experience in IT procurement including, but not limited to, software and hardware licenses; experience administering state contracts in eVA or equivalent automated systems
- Degree in information technology, business, a related field, or an equivalent combination of education and/or training/experience; demonstrated competencies in customer service, problem solving, organizational and negotiation skills.

IT Procurement Analyst	
Years of Experience	A minimum of four years of experience required in the following areas; IT procurement experience, purchasing of software/hardware, negotiation. A minimum of two years of experience required in problem solving. A minimum of four years of experience in an accounting-related field highly desired.
Job Description	Will be responsible for a wide range of information technology procurements including IT goods and services through a variety of purchasing options; follows procurement guidelines, selects appropriate procurement method, processes and maintains procurement requests and invoices through automated accounting systems; reconciles vendor inquiries and discrepancies; participates in pre-bid conferences as needed. Will also perform administrative and fiscal tasks, accounts payable and receivable, and IT software inventory; will compile financial data and review/analyze for budget formulation; develop and maintain numerous fiscal and/or procurement related spreadsheets; and perform related functions as required. Knowledge of

	the Virginia Procurement Act and the eVA system very helpful.
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### 33. IT Governance Analyst

- Works within IT Project Governance to provide oversight, direction and guidance/consultation for IT projects from project request submission through project close-out and post-implementation review. As a governance liaison, works with project managers to ensure all aspects of project management disciplines and ensures compliance with agency specific and Commonwealth project management and project governance policies, procedures, standards and guidelines have been followed. Reviews and validates project deliverables to ensure information accuracy, thoroughness, completeness and compliance. Ensures all projects have a valid project plan that maintains scope, tasks, schedules, estimates, and status, and that information is accurately disseminated to IT management. Directs corrective actions in any area where performance falls below objectives.
- Assists with the development, promulgation, implementation and regular updates of IT Project Management and Systems Development standards, policies, and guidelines and any other governance policies and procedures needed for the overall IT governance framework. Ensures compliance with all policies and procedures in the execution of technology projects. Monitor the progress of technology projects and provide quick and accurate responses to IT Management as to status, issues and risks of those projects. Serve as liaison between IT management, project managers and VITA. Monitor and support the management of the division's technology portfolio comprised of projects, systems, data and tools. Provide mentoring, coaching, training and on-boarding for project managers in the areas of project management tools, standards, policies, and procedures. Train and mentor new members of the IT Project Governance team as needed.
- Initiate and conduct ongoing and regular IT Policy, Process, Procedure, and Standard reviews to ensure technology and governance best practices are incorporated into the agency's set of procedures and improve business and IT compliance with legislative and regulatory policies which impact IT deliverables. Assist in the preparation of reports and materials for regularly scheduled project and program portfolio reviews with IT CIO, IT Managers and PM's.

IT Governance Analyst	
Years of Experience	10 years of experience in the field
Job Description	Ensure projects have adequate project management and oversight structures and processes that will enable the success of the project. Verifies and validates project status reports. Assists with the training and implementation of new agency and/or COV project policies, standards, guidelines and procedures introduced. Assists with assessment of project management training needs, schedules classes as needed, or provides one on one project consulting. Reviews project documentation including project initiation documents such as the project charter, budget, schedule, cost benefit analysis, etc. throughout the project lifecycle until the end of the project including the project closeout report. Recommends approval of documents to AITR and Director. Attends project review and steering committee meetings for all projects for which he or she is governance liaison.

## IT MANAGEMENT SERVICES

### 34. Business Continuity Planner

Business Continuity Planner	
Years of Experience	5 or more years
Job Description	<p>Provides specialized expertise in business continuity planning, project management and problem analysis and resolution. Participates in major project assignments to: assist business partners in resolving business issues related to work area (business function), recovery planning and recovery plan development / enhancements. Capitalizes on business opportunities to refine processes to mitigate exposure during disruptions of service, and possibly, improve day-to-day operations. Facilitates and coordinates the development of work area (business function) business continuity plans for business units.</p> <p>Responsibilities include, but are not limited to, the following: assist business units with assessment of potential business impact, definition of critical, time-sensitive functions, design, development, and documentation of business continuity plans, recommend recovery strategies and options, and assist with the implementation of recovery solutions, coordinate business continuity plan exercises, develop schedules for training / awareness for business partner associates, coordinate development of business unit schedules for annual business continuity documentation maintenance and update, exercises, and independent review and validation, report the business continuity status of business units to senior management, provide expertise and support to management and business functional areas, as requested, when a disruption occurs.</p>

### 35. Business Process Reengineering

Business Process Reengineering	
Years of Experience	5 or more years
Job Description	<p>This position applies process improvement and re-engineering methodologies and principles to conduct process modernization projects. Additional duties may include activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements. Providing group facilitation, interviewing, training, and provides additional forms of knowledge transfer. Serves as a key coordinator between multiple project teams to ensure enterprise wide integration of re-engineering efforts.</p> <p>Additional Responsibilities: Design workflow for purchasing software, collect and analyze statistics/metrics for software purchases, identify gaps in all associated processes and risks, establish memorandum of understanding (MOU's) where required, maintain SOP's for all processes, and support the client at customer meetings.</p>

### 36. Enterprise Architect

Enterprise Architect	
Years of Experience	5 or more years
Job Description	<p>This position works across Application Development, Service Delivery and Infrastructure to identify, research, discuss, design, and implement key enterprise architecture standards. Other responsibilities include: Research, design, document, build, and pilot prioritized topics for standards. Manage the list of potential standards and work with the application development management to prioritize efforts. Work closely with Development, Infrastructure, and Service Delivery teams to understand their needs and ensure the best enterprise standard is implemented. Work closely with development teams to pilot and prove out the standard. Drive the identification, development and implementation of key new standards in areas such as:, Performance Testing, Security, Event Management, Web UI Framework, .NET Design Standards, Application To Application Communication, Caching, etc. Propose new enterprise standards based on business need, IT need and technology advances. Assist development teams to implement the standards into business applications. Investigate new technology and techniques that should be developed into an agency enterprise architecture standard.</p> <p>Lead key enterprise architectural design projects as necessary. Operate as business savvy technical leader across the organization. Influence development teams to design high-quality technical solutions that fit the Enterprise Architecture and standards. Educate application development managers, developers, and business analyst on Commonwealth Enterprise Architecture Standards.</p>

### 37. IT Strategist

IT Strategist	
Years of Experience	5 or more years
Job Description	<p>Supports top management in IT strategy formulation, IT strategic plans execution, strategic process improvements, and communication of IT strategies to all stakeholders. Analyze business performance, industry trends, existing or new regulatory requirements and their impact on IT operations; make recommendations on alternative courses of action, including risk assessment, capital investment, and acquisitions needed to align IT strategy with agency strategic plan. Requires advanced knowledge of strategic planning concepts and frameworks, business issues and concepts, research methodology, general management and financial analysis. Additionally, requires good interaction skills with senior management, with ability to articulate and defend recommendations made.</p>

### 38. IT Auditor

IT Auditor 1	
Years of Experience	0-2 years

Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.
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IT Auditor 2	
Years of Experience	2-4 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 3	
Years of Experience	4-6 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 4	
Years of Experience	6-8 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree.

	Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.
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IT Auditor 5	
Years of Experience	8+ years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

### 39. IT Trainer

IT Trainer	
Years of Experience	0-2 years
Job Description	Develop an agency-wide training plan. Coordinate IT strategic planning process to determine the department's training requirements through communications with staff throughout the agency. Identify existing training that meets the requirements and provide a gap analysis of courses to develop in house. Develop curriculum and training plan. Develop evaluation and monitoring methods to ensure quality training. Develop short video training. Produce written documents with clearly organized thoughts using proper English sentence construction, punctuation, and grammar.

### 40. IT Sourcing Consultant

IT Sourcing Consultant 2	
Years of Experience	5+ years
Job Description	Position requires the ability to work independently as the team leader in the development and execution of sourcing strategies for assigned projects, assisting customers in solving IT business problems. This role will function to lead the sourcing process, through creation of the solicitation documents, evaluation of proposals and in execution of agreed upon negotiations strategy with selected suppliers. Leads evaluation and execution of risk mitigation strategies and establishes solid contracts that are in the long-term best interest of the customer. Has responsibility for managing customer expectations for project deliverables through effective and timely communications. Conducts a post-project lessons learned reviews with the customers to promote knowledge transfer and customer satisfaction.

IT Sourcing Consultant 3	
Years of Experience	10+ years
Job Description	Position requires a proven ability to lead development and execution of complex sourcing strategies for assigned projects and consulting with customers to solve IT business problems. Conducts meaningful market research and works with business owners to develop sourcing scope, timelines and deliverables. This role will function as the leader of cross-functional teams through the sourcing process, in the evaluation of proposals, conducting and managing the negotiations process with selected suppliers. Has responsibility for proactively managing customer expectations for project deliverables through effective and timely communications to various levels of senior management. Identifies and manages contractual risks and establishes firm contracts that are in the long-term best interest of the customer. Conduct post-project lessons learned reviews with the customers to promote knowledge transfer and customer satisfaction.

## IT SECURITY

### 41. IT Security Analyst

- Monitor and advise on information security issues related to the systems and workflow at an agency to ensure the internal IT security controls for an agency are appropriate and operating as intended. Coordinate and execute IT security related projects for the agency. Coordinate response to information security incidents. Develop and publish Information Security policies, procedures, standards and guidelines based on knowledge of best practices and compliance with Commonwealth IT Security policies, standards, and guidelines.
- Conduct campus-wide data classification assessment and security audits and manage remediation plans. Collaborate with IT management, Internal Audit, and VITA to manage security vulnerabilities. Create, manage and maintain user security awareness. Conduct security research and keeps abreast of latest security issues.
- Prepares IT security documentation, including department policies and procedures, agency notifications, Web content, and alerts.

IT Security Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

IT Security Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.

Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
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IT Security Analyst 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 42. IT Security Architect

IT Security Architect 1	
Years of Experience	3+ years of experience in security architecture 9+ years of experience in information security 9+ years of experience working with computer systems 9+ years of experience working with network software and hardware, data or voice as well as experience with open and proprietary software and hardware
Job Description	Establish the target security/infrastructure architecture. Author corresponding requirements, including definition of dependencies on infrastructure consolidation efforts. Define Security/Information Assurance requirements (and dependencies). Specify key architectural aspects of the architecture view, and identify other aspects that need definition. Other duties include researching best practices for reuse, applying Commonwealth IT Security and industry standards, and defining the transformation approach that transitions the current architecture to the target architecture.  Experience working with current and emerging information security technologies and development methodologies. Bachelor's degree in computer science, management information systems, or related field preferred. Good analytical and creative problem solving skills.  Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

IT Security Architect 2	
Years of Experience	5+ years of experience in security architecture 11+ years of experience in information security 11+ years of experience working with computer systems 11+ years of experience working with network software and hardware, data or voice as well as experience with open and proprietary software and hardware

Job Description	<p>Establish the target security/infrastructure architecture. Author corresponding requirements, including definition of dependencies on infrastructure consolidation efforts. Define Security/Information Assurance requirements (and dependencies). Specify key architectural aspects of the architecture view, and identify other aspects that need definition. Other duties include researching best practices for reuse, applying Commonwealth IT Security and industry standards, and defining the transformation approach that transitions the current architecture to the target architecture.</p> <p>Experience working with current and emerging information security technologies and development methodologies. Bachelor's degree in computer science, management information systems, or related field preferred. Good analytical and creative problem solving skills.</p> <p>Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.</p>
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#### 43. IT Security Auditor

IT Security Auditor	
Years of Experience	15 or more years with IT security and audit experience
Job Description	Advanced knowledge of security standards and progressive experience performing security audits.

## PROJECT MANAGEMENT

#### 44. Project Manager

- Designs, plans, and coordinates work teams. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable.
- May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all

aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project.

- Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.  
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589>

Project Manager 1	
Years of Experience	1 to 7 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Project Manager 2	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 3	
Years of Experience	11-14 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 4	
Years of Experience	15 or more years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 5	
Years of Experience	More than 15 years of experience in the field or in a related area.
Job Description	Advanced experience managing complex projects or multiple projects; Demonstrated and advanced understanding of project management methodologies.

#### 45. Project Lead

- The Project Lead shall have day to day responsibility for management of a project team, providing technical team leadership on complex projects. They are responsible for program design, coding, testing, debugging, documentation and support. They shall have full technical knowledge of all phases of applications systems analysis and programming. There may be multiple phases of the project for which they have responsibility. This person shall manage day-to-day execution of design, development, testing and implementation activities; actively encourage and facilitate communication between the business analysts, development, and QA teams; and ensure that system requirements are documented, complete, accurate and approved.
- This person shall ensure formal design reviews are held regularly for each iteration or code cycle and work with program leadership team to establish and manage the project iteration and release cycles and attend release planning meetings. This person shall manage development activities and coordinate technical and application components with other Commonwealth projects and applications; ensure that appropriate system support and maintenance documentation is complete, which includes support documentation for Help Desk support and maintenance staff. This person shall also review release notes for accuracy, and reports to the Project Manager and works with the Project Manager to determine project resource requirements.

Project Lead 1	
Years of Experience	1 to 7 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Project Lead 2	
Years of Experience	8 or more years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

#### 46. Project Coordinator

Project Coordinator	
Years of Experience	2 or more years of experience in the field or in a related area.
Job Description	The Project Coordinator shall provide day-to-day coordination of project tasks. The project coordinator maintains version control and provides administrative support for project management information system. Prior experience of large project administration. Ability to communicate at all levels of an organization and third parties. Experience with similar scale roles and organizations. The project coordinator is task focused. Works under the direction of the project manager or project lead and reports to a project manager or project lead.

### TELECOMMUNICATIONS AND COMPUTER NETWORKING

#### 47. Network Administrator

- Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet system or a segment of a network system. Maintain network hardware and software. Monitor network to ensure network availability to all system users and perform necessary maintenance to support network availability. May supervise other network support and client server specialists and plan, coordinate, and implement network security measures. Coordinate the development, implementation, and maintenance of a local area network or wide area network. Maintains the network's physical and logical structures, including network connections. Maintains network support software, analyzes user support statistics, and recommends appropriate measures. Installs, tests, and maintains network hardware and software. Prepares and analyzes statistics on network utilization and availability. Prepares training courses and provides user support and training in the use of available hardware, software, and utilities. Performs tuning and capacity planning activities to enhance the performance of the network resources.
- Assist in the development, implementation, maintenance, and monitoring of a local area network or wide area network. Works under close supervision with minimal latitude for the use of initiative and independent judgment. Performs procedures for backup, recovery, and archival of files stored on the network. Communicates with vendors, users, management, and network programming staff. Serves as contact for remote network locations to obtain clarification of problems and to identify solutions or corrective actions. Assists in preparing training courses and providing user support and training in the use of available hardware, software, and utilities. Assists in maintaining the local area network or wide area network, cable and hub installations, and inventories. Conducts product evaluations of upgraded or new hardware and software—identifying strengths, weaknesses, and potential benefits to the agency—and recommends enhancements to network facilities.
- Assists in maintaining the network's physical and logical structures and in installing and testing hardware and software. Assists in performance tuning and capacity planning activities to enhance the performance of the network resources and in maintaining network support software. Assists in or conducts product evaluations of upgraded or new hardware and software and identifies strengths, weaknesses, and potential benefits to the agency. Assists in maintaining the operating system and security software utilized on the network, including the addition of new users to the network and establishment of rights and privileges. Experience in local or wide area network work. Knowledge of network facilities and data processing techniques; of personal computer hardware and software; of network operating system and security software; and of performance monitoring and capacity management tools.

Network	
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Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
Network Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.
Network Administrator 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

#### 48. Network Architect

- Participates in designing and developing the network to ensure that it is secure, reliable, and robust; implements and maintains network management servers that assist the agency in managing, monitoring, and securing the network.
- Develops and implements detection activities to test network vulnerability to intrusion by hostile individuals or groups; participates in detecting, investigating, documenting, and reporting actual or potential network security violations, intrusions, or other inappropriate use.
- Designs backbone infrastructure, network facilities, wide area networks, local area network, wireless and telecommunication networks to provide reliable Internet access, remote access to information technology services (ITS), network security, and high performance networking.
- Evaluates security products and tests security systems performance; assists in planning, implementing, and testing disaster recovery procedures; participates in making formal risk assessments related to network security.
- Certification in areas related to network management and security preferred (CNE, MCSE, MSCE+1, CISA, CCNA, CCNP, CCIE, CCSA, CCSE, CCSE-PLUS, Cisco Security Specialist).
- Requires experience in the technical services and support field as well as experience in network administration (DHCP, DNS, routers, firewall, etc.)

Network Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Network Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Network Architect 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 49. Network Engineer

- Responsible for installing networking technologies and supporting networks. Assesses existing network configurations and makes recommendations based on product specifications. Configures equipment and software to meet business needs, trains others on the solution, and documents the solution for ongoing support. Functions as part of a team on larger projects, or individually provides the services on support visits or smaller projects. Provides technical support and assists with the design of network solutions.
- Requires experience in the technical services and support field as well as experience in network administration (DHCP, DNS, routers, firewall, etc.)

Network Engineer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent

	judgment.
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Network Engineer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Network Engineer 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Network Engineer 4	
Years of Experience	12 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 50. Public Safety Consultant

Public Safety Communications Consultant	
Years of Experience	Extensive knowledge of public safety communications and enhanced 9-1-1 systems. Knowledge of current 9-1-1 industry trends in technology architecture, microcomputers, networking, and the Internet/Worldwide Web.
Job Description	Performs systems analysis, design, documentation, and implementation of complex public safety communications projects. These projects may include needs analyses, staffing studies, consolidation plans, equipment assessments and planning, budget preparation and forecasting, performance reporting/analysis and other related supporting the operation of public safety answering points and first responders.

## 51. Radio Engineer

Radio Engineer	
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Years of Experience	Considerable experience in voice, data and video systems. Training in electronics is required. Advanced technical experience in the design of voice, data, video and wireless/radio systems and services. FCC General Radio Telephone license or Amateur Radio License highly desirable. Certification in public procurement would be desirable. Advanced knowledge of complex communications systems; business management practices and principles.
Job Description	Conducts the review, analysis and design of current and proposed voice, data and video communications, both wire line and wireless, also develop engineering plans and networks for state agencies and institutions. Performs research to develop recommendations for enhancements, expansions and/or consolidations of voice, data and video communications, using wire line and wireless equipment, facilities and services. Engineer system/network migration details toward sharing of integrated services, while laying the foundation of Open System Interconnections. Assist in the coordination, engineering and processing of FCC licenses. Educate and keeps abreast of FCC Land Mobile Radio (LMR) rules, policies, legal rulings and ongoing spectrum issues--analyzes results and impacts.

**Exhibit F. VA-130620-CAI - Bill Rate Card - Revised October 2015**

Job Category	Job Title	Skill Level	Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Applications	Business Analyst	Analyst 1	\$45.89	\$51.91
		Analyst 2	\$48.11	\$54.41
		Analyst 3	\$58.52	\$66.06
		Analyst 4	\$79.22	\$90.45
		Analyst 5	\$88.43	\$98.60
	ERP Analyst	ERP Analyst 1	\$51.64	\$58.41
		ERP Analyst 2	\$62.64	\$70.61
		ERP Analyst 3	\$81.63	\$91.41
		ERP Analyst 4	\$101.05	\$113.17
		ERP Analyst 5	\$132.15	\$148.00
	ERP Database Administrator	ERP Database Administrator 1	\$63.57	\$71.63
		ERP Database Administrator 2	\$73.43	\$82.40
		ERP Database Administrator 3	\$91.01	\$101.36
		ERP Database Administrator 4	\$106.31	\$117.56
		ERP Database Administrator 5	\$131.61	\$145.56
	ERP Developer	ERP Developer 1	\$63.99	\$72.10
		ERP Developer 2	\$73.69	\$82.58
		ERP Developer 3	\$91.15	\$102.17
		ERP Developer 4	\$110.14	\$123.44
		ERP Developer 5	\$138.96	\$155.53
	ERP Project Manager	ERP Project Manager 1	\$117.76	\$129.38
		ERP Project Manager 2	\$129.27	\$139.73
		ERP Project Manager 3	\$147.28	\$158.16
	Geographic Information System	Geospatial Projects Manager	\$91.01	\$100.13
		GIS Analyst	\$84.44	\$93.14
		Specialist 1	\$60.28	\$68.01
		Specialist 2	\$70.64	\$79.35
		Technician Trainee	\$46.43	\$52.52
		Technician I	\$49.50	\$55.99
		Technician 2	\$52.51	\$59.36
		Technician 3	\$55.41	\$62.59
	Graphic Designer	Graphic Designer 1	\$38.80	\$45.12
		Graphic Designer 2	\$42.38	\$49.42
	Intelligent Transportation Systems Specialist		\$44.00	\$50.27
	Mobile Specialist		\$127.20	\$138.23
	Programmer	Programmer 1	\$54.25	\$61.30
		Programmer 2	\$57.05	\$64.43
		Programmer 3	\$65.17	\$73.38
		Programmer 4	\$76.19	\$85.39
		Programmer 5	\$94.28	\$104.81
		Programmer 6	\$112.12	\$123.90
	Programmer Analyst	Analyst 1	\$42.86	\$52.52
		Analyst 2	\$56.59	\$63.91
		Analyst 3	\$73.64	\$82.62
		Analyst 4	\$93.74	\$104.24
		Analyst 5	\$95.03	\$105.60
		Analyst 6	\$112.94	\$125.25
	Software Solutions Architect		\$89.67	\$99.91
	Software Test Analyst	Analyst 1	\$40.40	\$45.65
		Analyst 2	\$45.42	\$51.36
		Analyst 3	\$56.33	\$63.62
		Analyst 4	\$58.05	\$65.54
		Analyst 5	\$70.84	\$79.56
	System Analyst	Analyst 1	\$45.05	\$50.96
		Analyst 2	\$47.42	\$53.64
		Analyst 3	\$62.56	\$70.51
		Analyst 4	\$79.71	\$89.20
		Analyst 5	\$94.38	\$104.92
		Analyst 6	\$107.02	\$118.27

**Exhibit F. VA-130620-CAI - Bill Rate Card - Revised October 2015**

Job Category	Job Title	Skill Level	Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Applications	Technical Writer	Technical Writer 1	\$36.53	\$43.35
		Technical Writer 2	\$38.71	\$46.02
		Technical Writer 3	\$48.65	\$58.13
	Webmaster	Webmaster 1	\$56.45	\$63.76
		Webmaster 2	\$60.88	\$68.67
	Website Developer	Website Developer 1	\$55.35	\$62.54
		Website Developer 2	\$59.31	\$66.94
Customer / Technical Support	Help Desk	Help Desk 1	\$31.32	\$35.25
		Help Desk 2	\$36.22	\$40.89
		Help Desk 3	\$40.93	\$46.27
	Infrastructure Solutions Architect	Infrastructure Solutions Architect 1	\$75.39	\$85.56
		Infrastructure Solutions Architect 2	\$79.65	\$90.21
		Infrastructure Solutions Architect 3	\$92.13	\$103.66
		Infrastructure Solutions Architect 4	\$107.19	\$117.95
		Infrastructure Solutions Architect 5	\$122.22	\$133.06
	System Administrator	System Administrator 1	\$49.06	\$55.48
		System Administrator 2	\$57.22	\$64.61
		System Administrator 3	\$63.87	\$71.94
	Technical Support	Technical Support 1	\$45.35	\$51.30
		Technical Support 2	\$51.91	\$58.69
		Technical Support 3	\$58.64	\$66.18
Data Management	Data Warehouse Architect	Data Warehouse Architect 1	\$67.52	\$76.66
		Data Warehouse Architect 2	\$83.55	\$94.15
		Data Warehouse Architect 3	\$86.36	\$97.17
	Database Administrator	Database Administrator 1	\$52.89	\$59.79
		Database Administrator 2	\$66.17	\$74.47
		Database Administrator 3	\$74.31	\$83.37
		Database Administrator 4	\$84.57	\$94.45
		Database Administrator 5	\$101.24	\$111.97
	Database Architect	Database Architect 1	\$64.87	\$73.05
		Database Architect 2	\$75.62	\$84.77
		Database Architect 3	\$87.45	\$101.95
		Database Architect 4	\$101.78	\$112.51
Governance	IT Governance Analyst		\$113.18	\$123.81
	IT Procurement Analyst		\$57.17	\$65.54
IT Management Services	Business Continuity Planner		\$88.47	\$98.64
	Business Process Reengineering		\$92.43	\$105.52
	Enterprise Architect		\$120.88	\$132.05
	IT Auditor	IT Auditor 1	\$42.10	\$47.61
		IT Auditor 2	\$46.19	\$52.24
		IT Auditor 3	\$60.60	\$68.34
		IT Auditor 4	\$67.94	\$76.41
		IT Auditor 5	\$86.17	\$96.16
	IT Strategist		\$103.33	\$113.04
	IT Trainer		\$54.70	\$61.82
	IT Sourcing Consultant	IT Sourcing Consultant 2	\$103.95	\$113.33
		IT Sourcing Consultant 3	\$120.38	\$128.61
IT Security	IT Security Analyst	IT Security Analyst 1	\$50.91	\$57.56
		IT Security Analyst 2	\$60.97	\$68.76
		IT Security Analyst 3	\$63.60	\$71.66
	IT Security Architect	IT Security Architect 1	\$54.38	\$61.47
		IT Security Architect 2	\$57.19	\$64.59
	Security Auditor		\$128.18	\$143.28
Project Management	Project Coordinator		\$34.51	\$37.93
	Project Lead	Project Lead 1	\$58.34	\$70.88
		Project Lead 2	\$71.41	\$80.20
	Project Manager	Project Manager 1	\$71.01	\$78.94
		Project Manager 2	\$85.56	\$94.54
		Project Manager 3	\$118.42	\$126.78

**Exhibit F. VA-130620-CAI - Bill Rate Card - Revised October 2015**

Job Category	Job Title	Skill Level	Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Project Management	Project Manager	Project Manager 4	\$123.35	\$131.79
		Project Manager 5	\$128.13	\$136.71
Telecom and Computer Networking	Network Administrator	Network Administrator 1	\$44.89	\$50.76
		Network Administrator 2	\$49.15	\$55.57
		Network Administrator 3	\$53.03	\$59.94
	Network Architect	Network Architect 1	\$64.78	\$72.96
		Network Architect 2	\$72.66	\$81.56
		Network Architect 3	\$89.66	\$99.90
	Network Engineer	Network Engineer 1	\$49.12	\$49.86
		Network Engineer 2	\$53.91	\$54.74
		Network Engineer 3	\$64.38	\$65.35
		Network Engineer 4	\$88.11	\$98.24
	Public Safety Consultant		\$60.05	\$67.07
	Radio Engineer		\$77.86	\$88.25

**MODIFICATION #6**  
**TO**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN THE**  
**COMMONWEALTH OF VIRGINIA**  
**AND**  
**COMPUTER AID INC.**

This MODIFICATION #6 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the *Code of Virginia*, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. In Modification #1 to Contract No. VA-130620-CAI, the parties agreed that this agreement can be used by other public entities outside of Virginia provided those entities execute a Participating Addendum that incorporates the terms and conditions of this contract. Such participating addendum:
  - a. May include additional terms that are required by the law of the state or locality or any law governing cooperative purchasing agreements.
  - b. May include new, mutually agreed upon terms that clarify ordering procedures specific to that participating entity.

In the event that the participating entity requests additional terms and conditions that may increase costs to Supplier, the Supplier, may, upon agreement, adjust its pricing up or down accordingly. These costs may include the following:

- a. State and local taxes
- b. Unemployment and workers compensation fees
- c. E-commerce satisfaction fees
- d. Costs associated with any additional terms and conditions that are mutually agreed upon.

Supplier's pricing for all non-Virginia public entities shall be firm and fixed for the initial term of the Contract. After the initial term of the Contract, if the Contract is renewed by the Commonwealth, the Supplier's pricing may be adjusted based on

market conditions only with the mutual agreement of both the Supplier and the purchasing non-Virginia entity.

2. Supplier agrees to only execute Participating Addendums with public entities located outside of the Commonwealth of Virginia.
3. Accordingly, use of this cooperatively procured contract by public entities outside of Virginia and authorized by individual entities' statutes may be subject to the approval of the respective Chief Procurement Official of the public entity. Issues of interpretation and eligibility for participation are solely under the authority of the Chief Procurement Official of the public entity.
4. Any Participating Addendum between Supplier and a public entity outside of Virginia will be co-terminus with this contract and any extensions thereto.
5. The Supplier agrees to provide a monthly report of sales by Supplier pursuant to each Participating Addendum. Supplier agrees to provide the monthly report of sales which is attached to this modification and which is entitled "Attachment #1 – Report of Sales of Participating Addendums" to the Commonwealth by the 10<sup>th</sup> day of the following month for which sales are being reported. Supplier also agrees to provide any other reports that may be required by the Commonwealth.
6. A Participating Addendum executed between the Supplier and any public entity outside of Virginia shall apply only in the jurisdiction of the Participating entity which has executed the Addendum.
7. Supplier agrees to payment of a fee to the Commonwealth of .25% of all monthly sales made by the Supplier pursuant to each and every Participating Addendum executed between Supplier and a public entity outside of the Commonwealth under this contract. Such fees are to be submitted to the Commonwealth with the Report of Sales of Participating Addendums as referenced above.
8. In Modification #4 to this Contract, the definition of "Authorized Users" was replaced with the following language:

C. Authorized Users

All public bodies, including VITA as defined by §2.2-4301 and referenced by 2.2-4304 of the *Code of Virginia*. Authorized Users shall include private institutions of higher education chartered in Virginia and granted tax-exempt status under §501(C)

(3) of the Internal Revenue Code. A list of the private institutions eligible to use this contract can be found at: <http://www.cicv.org/Our-Colleges/Profiles.aspx>.

In this Modification, the parties agree to delete the above definition of "Authorized Users" and replace that definition with the following:

#### C. Authorized Users

All public bodies, including VITA as defined by §2.2-4301 and referenced by §2.2-4304 of the *Code of Virginia*. Authorized Users shall include private institutions of higher education that are listed at <http://www.cicv.org/Our-Colleges/Profiles.aspx>. In addition, Authorized Users shall also include public entities located outside of Virginia which have executed a Participating Addendum with the Supplier to utilize this Contract.

9. In Modification #4 to this Contract, Section 5 "Rights to Work Product" was replaced in its entirety by the following language:

#### 5. RIGHTS TO WORK PRODUCT

If Authorized User is a state agency, board, commission, or other quasi-political entity of the Commonwealth of Virginia or other body referenced in Title 2.2 of the Code of Virginia, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with the Commonwealth. If Authorized User is a locality, municipality, school, school system, college, university, local board, local commission, or local quasi-political entity, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that public body. If Authorized User is a private institution of higher education which is chartered in Virginia and granted tax-exempt status under §501(c)(3) of the Internal Revenue Code., any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that private institution.

In this modification, the parties agree to delete Section 5 "Rights to Work Product" contained within Modification #4 (above) and replace it in its entirety with the following:

#### 5. Rights to Work Product

If Authorized User is a state agency, board, commission, or other quasi-political entity of the Commonwealth of Virginia or other body referenced in Title 2.2 of the Code of Virginia, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with the Commonwealth. If Authorized User is a locality, municipality, school, school system, college, university,

local board, local commission, or local quasi-political entity, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that public body. If Authorized User is a private institution of higher education which is listed at <http://www.cicv.org/Our-Colleges/Profiles.aspx>, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that private institution. If the Authorized User is a public entity outside of Virginia which has executed a Participating Addendum with the Supplier to utilize this contract, any license to pre-existing work shall be held by, and all rights in, title to and ownership of Work Product shall vest with that public entity or as agreed to between Supplier and such public entity in the Participating Addendum.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

**ALL OTHER TERMS AND CONDITIONS OF CONTRACT NUMBER VA-130620-CAI REMAIN UNCHANGED.**

**PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.**

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

Computer Aid, Inc.

BY: James Cooney

NAME: JAMES COONEY

TITLE: Managing Director

DATE: June 25, 2015

Commonwealth of Virginia

BY: Philip L. Pippert

NAME: Philip L. Pippert

TITLE: DIRECTOR, SCM

DATE: JUNE 30, 2015

# Attachment 1

## Report of Sales - Participating Addendums

Participating Addendum Entity Name	Month/Year of Sales	Monthly Sales Total
	<b>Total Sales</b>	\$ -
	<b>Total Fee</b>	\$ -

Please submit this report and payment to the "Treasurer of Virginia" by the 10th of the month following actual sales to:

① VITA, Attn: Accounts Payable, 11751 Meadowville Lane, Chester, VA 23836  
and ② VITA, Attn: AP@vita.virginia.gov; 804-416-6350 (Fax)

**MODIFICATION # 5**  
**TO**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN THE**  
**COMMONWEALTH OF VIRGINIA**  
**AND**  
**COMPUTER AID INC.**

This MODIFICATION #5 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. Exhibit F Job Rate Cards/Pricing is modified by deleting the table which contains the Region 1 and Region 2 Bill Rates which begins with "Job Category" and replacing with the Job Rate Card attached hereto and labeled as Attachment 2 to Exhibit F.
2. The parties agree to delete Section B of Appendix B, which starts with "CAI" in its entirety.
3. Section B of Appendix B is replaced in its entirety with the following:

Section B.

"As part of its continuing efforts to support the Commonwealth in utilizing SWaM firms, CAI hereby commits to the following:

- Provide a robust subcontractor network that includes SWaM firms so that agencies and other Authorized Users have access to qualified resources from SWaM firms.

- Encourage agencies and other Authorized Users to consider SWaM firms and to leverage open competition where SWaM firms have historically outperformed non-SWaM subcontractors
- A comprehensive program which provides opportunity, outreach, coaching, training and mentoring of all small businesses.
- Provide support to encourage SWaM participation in the program.
- Participate in matchmaking event for SWaM vendors;
- Work with the Department of Small Business and Supplier Diversity (DSBSD) to identify and assist new SWaM subcontractors.
- Hold workshops/webinars to inform SWaMs suppliers on how to effectively compete for IT staffing opportunities within the Commonwealth;
- Provide quarterly Peoplefluent training
- Bi-annual Staff Augmentation training for subcontractors
- Provide SWaM on-boarding calls and other support

CAI also agrees that it will include a detailed list of all efforts to recruit and utilize SWaM firms under the contract in its Quarterly Business Review and Report.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

ALL OTHER TERMS AND CONDITIONS OF CONTRACT NUMBER VA-130620-CAI REMAIN UNCHANGED.

PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

Computer Aid, Inc.

BY: James P. Cooney

NAME: JAMES P. COONEY

TITLE: Managing Director

DATE: March 20, 2015

Commonwealth of Virginia

BY: Philip L. Pippert

NAME: PHILIP L. PIPPERT

TITLE: DIRECTOR, SCM

DATE: 3/24/15

## JOB RATE CARD/PRICING

Contract number VA-130620-CAI

Effective April 1, 2015

Job Category	Position		Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Applications	Business Analyst	Analyst 1	\$45.89	\$51.91
		Analyst 2	\$48.11	\$54.41
		Analyst 3	\$58.52	\$66.06
		Analyst 4	\$79.22	\$90.45
		Analyst 5	\$88.43	\$98.60
	ERP Analyst	ERP Analyst 1	\$51.64	\$58.41
		ERP Analyst 2	\$62.64	\$70.61
		ERP Analyst 3	\$81.63	\$91.41
		ERP Analyst 4	\$101.05	\$113.17
		ERP Analyst 5	\$132.15	\$148.00
	ERP Database Administrator	ERP Database Administrator 1	\$63.57	\$71.63
		ERP Database Administrator 2	\$73.43	\$82.40
		ERP Database Administrator 3	\$91.01	\$101.36
		ERP Database Administrator 4	\$106.31	\$117.56
		ERP Database Administrator 5	\$131.61	\$145.56
	ERP Developer	ERP Developer 1	\$63.99	\$72.10
		ERP Developer 2	\$73.69	\$82.58
		ERP Developer 3	\$91.15	\$102.17
		ERP Developer 4	\$110.14	\$123.44
		ERP Developer 5	\$138.96	\$155.53
	ERP Project Manager	ERP Project Manager 1	\$117.76	\$129.38
		ERP Project Manager 2	\$129.27	\$139.73
		ERP Project Manager 3	\$147.28	\$158.16
	Geographic Information System	Geospatial Projects Manager	\$91.01	\$100.13
		GIS Analyst	\$84.44	\$93.14
		Specialist 1	\$60.28	\$68.01
		Specialist 2	\$70.64	\$79.35
		Technician Trainee	\$46.43	\$52.52
		Technician I	\$49.50	\$55.99
		Technician 2	\$52.51	\$59.36

Job Category	Position		Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Customer / Technical	Graphic Designer	Technician 3	\$55.41	\$62.59
		Graphic Designer 1	\$38.80	\$45.12
		Graphic Designer 2	\$42.38	\$49.42
	Intelligent Transportation Systems Specialist		\$44.00	\$50.27
	Mobile Specialist		\$127.20	\$138.23
	Programmer	Programmer 1	\$54.25	\$61.30
		Programmer 2	\$57.05	\$64.43
		Programmer 3	\$65.17	\$73.38
		Programmer 4	\$76.19	\$85.39
		Programmer 5	\$94.28	\$104.81
		Programmer 6	\$112.12	\$123.90
	Programmer Analyst	Analyst 1	\$42.86	\$52.52
		Analyst 2	\$56.59	\$63.91
		Analyst 3	\$73.64	\$82.62
		Analyst 4	\$93.74	\$104.24
		Analyst 5	\$95.03	\$105.60
		Analyst 6	\$112.94	\$125.25
	Software Solutions Architect		\$89.67	\$99.91
	Software Test Analyst	Analyst 1	\$40.40	\$45.65
		Analyst 2	\$45.42	\$51.36
		Analyst 3	\$56.33	\$63.62
		Analyst 4	\$58.05	\$65.54
		Analyst 5	\$70.84	\$79.56
	System Analyst	Analyst 1	\$45.05	\$50.96
		Analyst 2	\$47.42	\$53.64
		Analyst 3	\$62.56	\$70.51
		Analyst 4	\$79.71	\$89.20
		Analyst 5	\$94.38	\$104.92
		Analyst 6	\$107.02	\$118.27
	Technical Writer	Technical Writer 1	\$36.53	\$43.35
		Technical Writer 2	\$38.71	\$46.02
		Technical Writer 3	\$48.65	\$58.13
	Webmaster	Webmaster 1	\$56.45	\$63.76
		Webmaster 2	\$60.88	\$68.67
	Website Developer	Website Developer 1	\$55.35	\$62.54
		Website Developer 2	\$59.31	\$66.94
Customer / Technical	Help Desk	Help Desk 1	\$31.32	\$35.25
		Help Desk 2	\$36.22	\$40.89

Job Category	Position		Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
Support		Help Desk 3	\$40.93	\$46.27
	Infrastructure Solutions Architect	Infrastructure Solutions Architect 1	\$75.39	\$85.56
		Infrastructure Solutions Architect 2	\$79.65	\$90.21
		Infrastructure Solutions Architect 3	\$92.13	\$103.66
		Infrastructure Solutions Architect 4	\$107.19	\$117.95
		Infrastructure Solutions Architect 5	\$122.22	\$133.06
	System Administrator	System Administrator 1	\$49.06	\$55.48
		System Administrator 2	\$57.22	\$64.61
		System Administrator 3	\$63.87	\$71.94
	Technical Support	Technical Support 1	\$45.35	\$51.30
		Technical Support 2	\$51.91	\$58.69
		Technical Support 3	\$58.64	\$66.18
Data Management	Data Warehouse Architect	Data Warehouse Architect 1	\$67.52	\$76.66
		Data Warehouse Architect 2	\$83.55	\$94.15
		Data Warehouse Architect 3	\$86.36	\$97.17
	Database Administrator	Database Administrator 1	\$52.89	\$59.79
		Database Administrator 2	\$66.17	\$74.47
		Database Administrator 3	\$74.31	\$83.37
		Database Administrator 4	\$84.57	\$94.45
		Database Administrator 5	\$101.24	\$111.97
	Database Architect	Database Architect 1	\$64.87	\$73.05
		Database Architect 2	\$75.62	\$84.77
		Database Architect 3	\$87.45	\$101.95
		Database Architect 4	\$101.78	\$112.51
Governance	IT Governance Analyst		\$113.18	\$123.81
	IT Procurement Analyst		\$57.17	\$65.54
IT Management Services	Business Continuity Planner		\$88.47	\$98.64
	Business Process Reengineering		\$92.43	\$105.52
	Enterprise Architect		\$120.88	\$132.05
	IT Auditor	IT Auditor 1	\$42.10	\$47.61
		IT Auditor 2	\$46.19	\$52.24
		IT Auditor 3	\$60.60	\$68.34
		IT Auditor 4	\$67.94	\$76.41
		IT Auditor 5	\$86.17	\$96.16

Job Category	Position		Region 1 Bill Rate (Not to Exceed)	Region 2 Bill Rate (Not to Exceed)
	IT Strategist		\$103.33	\$113.04
	IT Trainer		\$54.70	\$61.82
IT Security	IT Security Analyst	IT Security Analyst 1	\$50.91	\$57.56
		IT Security Analyst 2	\$60.97	\$68.76
		IT Security Analyst 3	\$63.60	\$71.66
	IT Security Architect	IT Security Architect 1	\$54.38	\$61.47
		IT Security Architect 2	\$57.19	\$64.59
	Security Auditor		\$128.18	\$143.28
Project Management	Project Coordinator		\$34.51	\$37.93
	Project Lead	Project Lead 1	\$58.34	\$70.88
		Project Lead 2	\$71.41	\$80.20
	Project Manager	Project Manager 1	\$71.01	\$78.94
		Project Manager 2	\$85.56	\$94.54
		Project Manager 3	\$118.42	\$126.78
		Project Manager 4	\$123.35	\$131.79
		Project Manager 5	\$128.13	\$136.71
Telecom and Computer Networking	Network Administrator	Network Administrator 1	\$44.89	\$50.76
		Network Administrator 2	\$49.15	\$55.57
		Network Administrator 3	\$53.03	\$59.94
	Network Architect	Network Architect 1	\$64.78	\$72.96
		Network Architect 2	\$72.66	\$81.56
		Network Architect 3	\$89.66	\$99.90
	Network Engineer	Network Engineer 1	\$49.12	\$49.86
		Network Engineer 2	\$53.91	\$54.74
		Network Engineer 3	\$64.38	\$65.35
		Network Engineer 4	\$88.11	\$98.24
	Public Safety Consultant		\$60.05	\$67.07
	Radio Engineer		\$77.86	\$88.25

**MODIFICATION # 4**  
**TO**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN THE**  
**COMMONWEALTH OF VIRGINIA**  
**AND**  
**COMPUTER AID INC.**

This MODIFICATION #4 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. On P. 5 of Contract Number VA-130620-CAI, the definition of "Authorized Users" is deleted in its entirety and replaced with the following:

C. Authorized Users

All public bodies, including VITA, as defined by §2.2-4301 and referenced by §2.2-4304 of the Code of Virginia. Authorized Users also include private institutions of higher education chartered in Virginia and granted tax-exempt status under §501(c) (3) of the Internal Revenue Code. A list of the private institutions eligible to use this contract can be found at: <http://www.cicv.org/Our-Colleges/Profiles.aspx>.

2. On p. 11 of Contract Number VA-130620 under No. 5, entitled "Rights to Work Product", the following paragraph is deleted in its entirety:

5. RIGHTS TO WORK PRODUCT

If Authorized User is a state agency, board, commission, or other quasi-political entity of the Commonwealth of Virginia or other body referenced in Title 2.2 of the Code of Virginia, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with the Commonwealth. If Authorized User is a locality, municipality,

school, school system, college, university, local board, local commission, or local quasi-political entity, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that public body.

3. On p. 11 of Contract Number VA-130620, Section 5 "Rights to Work Product", the following replaces the above deleted language in its entirety:

#### 5. RIGHTS TO WORK PRODUCT

If Authorized User is a state agency, board, commission, or other quasi-political entity of the Commonwealth of Virginia or other body referenced in Title 2.2 of the Code of Virginia, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with the Commonwealth. If Authorized User is a locality, municipality, school, school system, college, university, local board, local commission, or local quasi-political entity, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that public body. If Authorized User is a private institution of higher education which is chartered in Virginia and granted tax-exempt status under §501(c)(3) of the Internal Revenue Code., any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that private institution.

4. In Exhibit "B" to Contract Number VA-130620, delete the following row from Exhibit B located at the top of p. 2, in its entirety as follows:

Percentage of Candidates Interviewed	Measures quality of candidates presented	60 %	Number of candidates requested to interview/total number of candidates sent to hiring manager	Monthly
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The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

ALL OTHER TERMS AND CONDITIONS OF CONTRACT NUMBER VA-130620-CAI REMAIN UNCHANGED.

PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

Computer Aid, Inc.

BY: James P. Cooney  
NAME: JAMES P. COONEY  
TITLE: Managing Director  
DATE: August 8, 2014

Commonwealth of Virginia  
BY: Philip L. Pappert  
NAME: Philip L. Pappert  
TITLE: Director, Supply Chain Management  
DATE: August 12, 2014

**MODIFICATION # 3  
TO  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN THE  
COMMONWEALTH OF VIRGINIA  
AND  
COMPUTER AID INC.**

This MODIFICATION #3 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. Exhibit "C" to Contract Number VA-130620-CAI, Section 5 "Rights to Work Product" is deleted in its entirety as follows:

**Work Product**

Supplier and Subcontractor each acknowledge that performance of this Contract may result in Work Product(s). Subcontractor agrees that it shall promptly and fully disclose to Supplier any and all Work Product generated, conceived, reduced to practice or learned by Subcontractor or any of its employees, either solely or jointly with others, during the term or performance of this Contract, which in any way relates to the applicable order or SOW attached thereto. Subcontractor further agrees that neither Subcontractor nor any of Subcontractors's employees, contractors, agents or subcontractors, nor any party claiming through Subcontractor or Subcontractor's employees, shall, other than in the performance of this Contract, make use of or disclose to others any proprietary information relating to the Work Product. All Services performed hereunder shall include delivery of all Work Product source code, object code, executables, and documentation. Subcontractor agrees that Supplier shall have the right to require Subcontractor to provide a copy of the most recent object or source code to Supplier's customer at any and all times.

**Ownership**

Subcontractor agrees that, whether or not the Services are considered "works made for hire" or an employment to invent, all Work Product discovered, created or developed under this Contract shall be and shall remain the sole and exclusive property of the Supplier. Except as specifically set forth in writing and signed by both Supplier and Subcontractor, Subcontractor agrees that the Supplier shall have all

rights with respect to any Work Product discovered, created or developed under this Contract without regard to the origin of the Work Product.

If and to the extent that Subcontractor may, under applicable law, be entitled to claim any ownership interest in the Work Product, Subcontractor hereby irrevocably transfers, grants, conveys, assigns and relinquishes exclusively to the Supplier any and all right, title and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret and trademark law in perpetuity or for the longest period otherwise permitted by law. If any moral rights are created, Subcontractor waives such rights in the Work Product. Subcontractor further agrees as to the Work Product to assist the Supplier in every reasonable way to obtain and, from time to time, enforce patents, copyrights, and other rights and protection, and in protecting trade secrets, with respect to such Work Product, and to that end, Subcontractor and its employees shall execute all documents for use in applying for and obtaining such patents, copyrights, and other rights and protection with respect to such Work Product, as the Supplier may reasonably request, together with any assignments thereof to the Supplier in obtaining and enforcing such rights shall continue beyond the termination of this Contract.

#### Pre-existing Work

If and to the extent that any pre-existing rights are embodied or reflected in the Service Deliverables, Subcontractor hereby grants to the Supplier an irrevocable, perpetual, non-exclusive, worldwide, royalty-free right and license to (i) use, modify, transmit, execute, reproduce, display, perform, distribute copies of and prepare derivative works based upon such pre-existing rights and any derivative works thereof, and (ii) authorize others to do any or all of the foregoing. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables and shall exist in perpetuity unless otherwise terminated in accordance with the applicable provisions of the Contract.

2. Exhibit "C" to Contract Number VA-130620-CAI, Section 5 "Rights to Work Product" the following replaces the above deleted language in its entirety:

#### Work Product

Supplier and Subcontractor each acknowledge that performance of this Contract may result in Work Product(s). Subcontractor agrees that it shall promptly and fully disclose to Supplier's customer any and all Work Product generated, conceived, reduced to practice or learned by Subcontractor or any of its employees, either solely or jointly with others, during the term or performance of this Contract, which in any way relates to the applicable order or SOW attached thereto. Subcontractor further agrees that neither Subcontractor nor any of Subcontractors's employees, contractors, agents or subcontractors, nor any party claiming through Subcontractor or Subcontractor's employees, shall, other than in the performance of this Contract, make use of or disclose to others any proprietary information relating to the Work Product. All Services performed hereunder shall include delivery of all Work

Product source code, object code, executables, and documentation. Subcontractor agrees that Supplier's customer shall have the right to require Subcontractor to provide a copy of the most recent object or source code to Supplier's customer at any and all times.

#### Ownership

Subcontractor agrees that, whether or not the Services are considered "works made for hire" or an employment to invent, all Work Product discovered, created or developed under this Contract shall be and shall remain the sole and exclusive property of Supplier's customer. Except as specifically set forth in writing and signed by both Supplier's customer and Subcontractor, Subcontractor agrees that Supplier's customer shall have all rights with respect to any Work Product discovered, created or developed under this Contract without regard to the origin of the Work Product.

If and to the extent that Subcontractor may, under applicable law, be entitled to claim any ownership interest in the Work Product, Subcontractor hereby irrevocably transfers, grants, conveys, assigns and relinquishes exclusively to Supplier's customer any and all right, title and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret and trademark law in perpetuity or for the longest period otherwise permitted by law. If any moral rights are created, Subcontractor waives such rights in the Work Product. Subcontractor further agrees as to the Work Product to assist Supplier's customer in every reasonable way to obtain and, from time to time, enforce patents, copyrights, and other rights and protection, and in protecting trade secrets, with respect to such Work Product, and to that end, Subcontractor and its employees shall execute all documents for use in applying for and obtaining such patents, copyrights, and other rights and protection with respect to such Work Product, as Supplier's customer may reasonably request, together with any assignments thereof to Supplier's customer in obtaining and enforcing such rights shall continue beyond the termination of this Contract.

#### Pre-existing Work

If and to the extent that any pre-existing rights are embodied or reflected in the Service Deliverables, Subcontractor hereby grants to Supplier's customer an irrevocable, perpetual, non-exclusive, worldwide, royalty-free right and license to (i) use, modify, transmit, execute, reproduce, display, perform, distribute copies of and prepare derivative works based upon such pre-existing rights and any derivative works thereof, and (ii) authorize others to do any or all of the foregoing. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables and shall exist in perpetuity unless otherwise terminated in accordance with the applicable provisions of the Contract.

3. Section 10(B) entitled "Liability", the following language shall be deleted in its entirety:

B. Liability

Subcontractor's liability to the Supplier under this Contract for breach of this Contract's confidentiality, security, or indemnification provisions shall be limited to the greater of two (2) times the value of the applicable Statement of Work or \$2,000,000. Subcontractor's liability to the Supplier under this Contract shall, for breach of this Contract by Subcontractor, if the breach arises from any intentional, willful, or negligent act or omission of any employee, agent, or subcontractor of Subcontractor or if the damages are based on bodily injury, death, or damage to real property or tangible personal property be limited to (2) two times the annual value of the Suppliers MSA Contract with VITA. The limitation shall apply on a per-incident basis, it being understood that multiple losses stemming from the same root cause constitute a single incident.

EXCEPT FOR CLAIMS COVERED BY THE ABOVE DOLLAR LIMITATION, NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES UNDER THIS CONTRACT, INCLUDING (WITHOUT LIMITATION) LOSS OF PROFIT, INCOME OR SAVINGS, EVEN IF ADVISED OF THE POSSIBILITY THEREOF.

4. The following Section 10(B) entitled "Liability" replaces the above language in its entirety:

B. Liability

Subcontractor's liability to the Supplier under this Contract for breach of this Contract's confidentiality, security, or indemnification provisions shall be limited to two (2) times the value of the order or the applicable Statement of Work. Subcontractor's liability to the Supplier under this Contract shall, for breach of this Contract by Subcontractor, if the breach arises from any negligent act or omission of any employee, agent or subcontractor of Subcontractor shall be limited to two (2) times the value of the order or applicable Statement of Work. Subcontractor's liability to the Supplier under this Contract shall, for breach of this Contract by Subcontractor, if the breach arises from any intentional, willful, or gross negligent act or gross negligent omission of any employee, agent, or subcontractor of Subcontractor or if the damages are based on bodily injury, death, or damage to real property or tangible personal property be limited to two (2) times the annual value of the Suppliers MSA Contract with VITA. The limitation shall apply on a per-incident basis, it being understood that multiple losses stemming from the same root cause constitute a single incident.

EXCEPT FOR CLAIMS COVERED BY THE ABOVE DOLLAR LIMITATION, NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES UNDER THIS CONTRACT, INCLUDING (WITHOUT

LIMITATION) LOSS OF PROFIT, INCOME OR SAVINGS, EVEN IF ADVISED OF THE POSSIBILITY THEREOF.

5. Section 4(B) entitled "Statement of Work (SOW)" the following language is deleted in its entirety.

B. Statement of Work (SOW)

All Services shall be performed at the times and locations set forth in the applicable SOW. All Subcontractor Services provided by a subcontractor shall be performed at the rates set forth in an order or SOW executed by the Authorized User. In furtherance of compliance, invoicing and auditing requirements, for time and materials type SOWs, which must have prior approval by VITA, Subcontractor personnel shall maintain daily time reports of hours and tasks performed which shall be submitted or made available for inspection by the ordering Authorized User upon forty eight (48) hours advance written notice. Unless the Authorized User issues a written authorization for a time and materials type SOW, any SOW shall be of a fixed price type but may, with the written approval of VITA, contain a cost-reimbursable line item(s) for pre-approved travel expenses.

All Services shall be performed at the rates, times and locations set forth in the applicable SOW. In furtherance of compliance, invoicing and auditing requirements, all personnel performing services under an SOW issued under this contract shall maintain daily time records of hours and tasks performed, which shall be submitted or made available for inspection by VITA or any authorized user upon forty-eight (48) hours advance written notice. Any total dollar amounts or not-to-exceed limitations appearing in an SOW shall be considered reasonably accurate estimates. All changes to the Services to be provided must be described in a written change request (template provided as Exhibit E) which includes any appropriate adjustments to the SOW. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract. An SOW from an Authorized User may contain additional terms and conditions; however, to the extent that the terms and conditions of the Authorized User's order are inconsistent with the terms and conditions of this Contract or any modification thereto, the terms of this Contract shall supersede. In no event shall any SOW or any modification thereto require the Supplier to perform any work beyond the scope of this Contract.

An SOW may designate certain of Supplier's personnel as Key Personnel or Project Managers. Supplier's obligations with respect to Key Personnel and Project Managers shall be described in the applicable SOW. Failure of Supplier to perform in accordance with such obligations may be deemed a default of this Contract.

An SOW may be written as follows:

Fixed Price Type

A Fixed Price type SOW should be used when the Authorized User's requirements can be set forth in sufficient detail as to allow for a fixed price to be

developed. A Fixed Price type SOW may include cost-reimbursable line items for such expenses as travel and materials. A Fixed Price type SOW should include Deliverables and a milestone payment schedule associated with such Deliverables.

#### Time and Materials Type

A Time and Materials type SOW should be used when the Authorized User's requirements are not sufficiently defined as to allow for a fixed price to be developed. A Time and Material type SOW shall list the Services to be performed by labor category of personnel, and, for each labor category: a) the number of hours allocated thereto, b) the hourly rate, and c) an extended price. A Time and Materials SOW shall contain a Not to Exceed funding limitation. Supplier shall not be obligated to incur costs in excess of such limitation, and the Authorized User shall not be obligated to reimburse Supplier for costs in excess of such limitation.

The provisions of the Virginia Department of General Services, Division of Purchases and Supply Vendor's Manual shall not apply to this Contract or any order or SOW issued hereunder. Any modification to an SOW that extends the period of performance beyond one (1) year or increases the value of such SOW above US\$100,000 shall, absent the prior written approval of VITA, be voidable by VITA, in its sole discretion. If an SOW is voided by VITA, such SOW shall no longer be binding on either Party and all obligations with respect to such SOW shall expire. [Note: period of performance may be shorter than one (1) year, but not greater, and dollar values may be lower than \$100,000 but not greater.]

An Authorized User and Supplier may enter into an ordering agreement pursuant to this Contract. To the extent that such ordering agreement, or any order or SOW issued hereunder, include any terms and conditions inconsistent with the terms and conditions of this Contract, such terms and conditions shall be of no force and effect.

6. The following Section 4(B) entitled "Statement of Work (SOW)" replaces the above language in its entirety:

#### B. Statement of Work (SOW)

All Services shall be performed at the times and locations set forth in the applicable SOW. All Subcontractor Services provided by a subcontractor shall be performed at the rates set forth in an order executed by the Authorized User. In furtherance of compliance, invoicing and auditing requirements, for time and materials type SOWs (which must have prior written approval by VITA), Subcontractor personnel shall maintain daily time reports of hours and tasks performed which shall be submitted or made available for inspection by the ordering Authorized User upon forty eight (48) hours advance written notice. Unless VITA issues a written authorization for a time and materials type SOW, any SOW shall be of a fixed price type but may, with the written approval of VITA, contain a cost-reimbursable line item(s) for pre-approved travel expenses.

All Services shall be performed at the rates, times and locations set forth in the applicable SOW. In furtherance of compliance, invoicing, and auditing requirements, all personnel performing services under an SOW issued under this contract shall maintain daily time records of hours and tasks performed, which shall be submitted or made available for inspection by VITA or any authorized user upon forty-eight (48) hours advance written notice. Any total dollar amounts or not-to-exceed limitations appearing in an SOW shall be considered reasonably accurate estimates. All changes to the Services to be provided must be described in a written change request (template provided as Exhibit E) which includes any appropriate adjustments to the SOW. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract. An SOW or order from an Authorized User may contain additional terms and conditions; however, to the extent that the terms and conditions of the Authorized User's order or SOW are inconsistent with the terms and conditions of this Contract or any modification thereto, the terms of this Contract shall supersede. In no event shall any order or SOW or any modification thereto require the Supplier to perform any work beyond the scope of this Contract.

An SOW may designate certain of Supplier's personnel as Key Personnel or Project Managers. Supplier's obligations with respect to Key Personnel and Project Managers shall be described in the applicable SOW. Failure of Supplier to perform in accordance with such obligations may be deemed a default of this Contract.

An SOW may be written as follows:

#### Fixed Price Type

A Fixed Price type SOW should be used when the Authorized User's requirements can be set forth in sufficient detail as to allow for a fixed price to be developed. A Fixed Price type SOW may include cost-reimbursable line items for such expenses as travel and materials. A Fixed Price type SOW should include Deliverables and a milestone payment schedule associated with such Deliverables.

#### Time and Materials Type

A Time and Materials type SOW, which requires prior written approval by VITA, should be used when the Authorized User's requirements are not sufficiently defined as to allow for a fixed price to be developed. A Time and Material type SOW shall list the Services to be performed by labor category of personnel, and, for each labor category: a) the number of hours allocated thereto, b) the hourly rate, and c) an extended price. A Time and Materials SOW shall contain a Not to Exceed funding limitation. Supplier shall not be obligated to incur costs in excess of such limitation, and the Authorized User shall not be obligated to reimburse Supplier for costs in excess of such limitation.

The provisions of the Virginia Department of General Services, Division of Purchases and Supply Vendor's Manual shall not apply to this Contract or any order or SOW issued hereunder.

VITA may, in its sole discretion void any SOW between Supplier and an Authorized User. If an SOW is voided by VITA, such SOW shall no longer be binding on either Party and all obligations with respect to such SOW shall expire.

An Authorized User and Supplier may enter into an ordering agreement pursuant to this Contract. To the extent that such ordering agreement, or any order or SOW issued hereunder, include any terms and conditions inconsistent with the terms and conditions of this Contract, such terms and conditions shall be of no force and effect.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

**ALL OTHER TERMS AND CONDITIONS OF CONTRACT NUMBER VA-130620-CAI REMAIN UNCHANGED.**

**PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.**

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

**Computer Aid, Inc.**

BY: James P. Cooney

NAME: James P. Cooney

TITLE: Managing Director

DATE: January 22, 2014

**Commonwealth of Virginia**

BY: Philip L. Pippert

NAME: PHILIP L. PIPPERT

TITLE: DIRECTOR, SCM

DATE: 1/23/14

**MODIFICATION # 2  
TO  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN THE  
COMMONWEALTH OF VIRGINIA  
AND  
COMPUTER AID INC.**

This MODIFICATION #2 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

Exhibit "C" to Contract Number VA-130620-CAI is replaced in its entirety by Exhibit "C" attached hereto.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

**ALL OTHER TERMS AND CONDITIONS OF CONTRACT VA-130620-CAI REMAIN UNCHANGED.**

**PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.**

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

**Computer Aid, Inc.**

BY: James P. Cooney  
NAME: JAMES P. COONEY  
TITLE: Managing Director  
DATE: 10-11-2013

**Commonwealth of Virginia**

BY: Philip L. Pippert  
NAME: PHILIP L. PIPPERT  
TITLE: DIRECTOR, SCM  
DATE: 10/15/13

**MODIFICATION # 1  
TO  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN THE  
COMMONWEALTH OF VIRGINIA  
AND  
COMPUTER AID INC.**

This MODIFICATION #1 is an agreement between the Virginia Information Technologies Agency (hereinafter referred to as "VITA"), pursuant to 2.2-2012 of the Code of Virginia, on behalf of the Commonwealth of Virginia, and Computer Aid, Inc. ("CAI" or "Supplier") to modify Contract Number VA-130620-CAI, ("Contract"). This Modification and any attachments thereto is, upon execution by VITA and Supplier, incorporated into and made an integral part of the Contract.

The purpose of this Modification is to document both parties' agreement to the following:

1. Supplier agrees that its direct employees will not provide staff augmentation services or Statement of Work (SOW) service under this Contract unless specifically authorized by VITA in writing. VITA will make this determination on a case by case basis.
2. **Transition of SOWs to Contract Number VA-130620 ("Contract")**  
Authorized Users of the Contract acknowledge that subcontractors providing services under active Statements of Work issued under master contract number VA-051123-CAI ("Old Contract") and which remain unchanged (no change order has been executed) will need to continue and complete those services past the expiration date of the Old Contract (12/31/13). Authorized Users also acknowledge that the terms and conditions of the Old Contract will continue to apply to those Statements of Work being completed under the Old Contract until all deliverables are accepted and final payment is made.

Exhibit L to Contract Number VA-130620-CAI ("New Contract") lists current Statements of Work that were originally executed under the Old Contract but which, upon agreement, have been modified by a change order. Those listed Statements of Work will be hereby incorporated into the New Contract and governed by the terms and conditions of the New Contract as of the effective date of the change order in the SOW.

The transition process as shown in the SOW Transition Process Workflow (attached hereto and made a part hereof and marked as Schedule "A") will be followed by the Supplier to execute change orders and maintain service to

authorized users from the Old Contract to the new master contract number VA-130620-CAI ("New Contract").

3. This contract is a cooperatively procured contract under §2.2-4304 of the *Code of Virginia*. Accordingly, the parties agree that this agreement can be used by other public entities outside of Virginia provided those entities execute a participating Addendum that incorporates the terms and conditions of this contract. Such participating addendum:
  - a. May include additional terms that are required by the law of the state or locality or any law governing cooperative purchasing agreements.
  - b. May include new, mutually agreed upon terms that clarify ordering procedures specific to that participating entity.

In the event that the participating entity requests additional terms and conditions that may increase costs to Supplier, the Supplier, may, upon agreement, adjust its pricing up or down accordingly. These costs may include the following:

- a. State and local taxes
- b. Unemployment and workers compensation fees
- c. E-commerce satisfaction fees
- d. Costs associated with any additional terms and conditions that are mutually agreed upon.

Supplier's pricing for all non-Virginia public entities shall be firm and fixed for the initial term of the Contract. After the initial term of the Contract, if the Contract is renewed by the Commonwealth, the Supplier's pricing may be adjusted based on market conditions only with the mutual agreement of both the Supplier and the purchasing non-Virginia entity.

4. EXHIBIT "F" JOB RATE CARDS TITLES AND DESCRIPTION" to the Contract is amended to add the Job Rate Card and Job Descriptions attached hereto as Attachment 1 to Exhibit F across all regions. Upon execution of this modification, the new job descriptions and rates will be incorporated by CAI into the Peoplefluent VMS tool for use by the Commonwealth.

The foregoing is the complete and final expression of the parties' agreement to modify Contract VA-130620-CAI. Contract VA-130620-CAI cannot be modified, except by a writing signed by a duly authorized representative of both parties.

**ALL OTHER TERMS AND CONDITIONS OF CONTRACT VA-130620-CAI REMAIN UNCHANGED.**

**PERSONS SIGNING THIS CONTRACT MODIFICATION ARE AUTHORIZED REPRESENTATIVES OF EACH PARTY TO THIS CONTRACT AND ACKNOWLEDGE THAT EACH PARTY AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS CONTRACT.**

Executed as of the last date set forth by the undersigned authorized representatives of VITA and Supplier.

Computer Aid, Inc.

BY: James P. Cooney  
NAME: JAMES P. COONEY  
TITLE: Managing Director  
DATE: 10-5-2013

Commonwealth of Virginia

BY: Philip L. Pippert  
NAME: PHILIP L. PIPPERT  
TITLE: DIRECTOR, SCM  
DATE: 10/8/13



# **IT Contingent Labor Managed Service Provider Information Technology Services Contract**

Between

The Virginia Information Technologies Agency

On behalf of

The Commonwealth of Virginia

And

Computer Aid, Inc.

# INFORMATION TECHNOLOGY SERVICES CONTRACT

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## INFORMATION TECHNOLOGY SERVICES CONTRACT

THIS INFORMATION TECHNOLOGY SERVICES CONTRACT ("Contract") is entered into by and between the Virginia Information Technologies Agency (VITA) pursuant to §2.2-2012 of the Code of Virginia and on behalf of the Commonwealth of Virginia (hereinafter referred to as "VITA"), and Computer Aid, Inc. ("Supplier"), a corporation headquartered at 1390 Ridgeview Drive, Allentown, PA 18104 to be effective as of June 20, 2013 ("Effective Date").

### 1. PURPOSE AND SCOPE

This Contract sets forth the terms and conditions under which Supplier shall provide Managed IT Staff Augmentation and IT Statement of Work Services ("Services") to the Authorized Users. Exhibit G documents additional specific details and a timetable by which Supplier will provide such Services.

### 2. DEFINITIONS

#### A. Acceptance

Successful performance of the Services at the location designated in the applicable Statement of Work, or completed and successful Acceptance testing in conformance with the Requirements in the applicable requisition as determined by the Authorized User in the applicable Statement of Work.

#### B. Agent

Any third party independent agent of any Authorized User.

#### C. Authorized Users

All public bodies, including VITA, as defined by §2.2-4301 and referenced by §2.2-4304 of the Code of Virginia.

#### D. Confidential Information

Any confidential or proprietary information of a Party that is disclosed in any manner, including oral or written, graphic, machine readable or other tangible form, to any other Party in connection with or as a result of discussions related to this Contract or any order or SOW issued hereunder, and which at the time of disclosure either (i) is marked as being "Confidential" or "Proprietary", (ii) is otherwise reasonably identifiable as the confidential or proprietary information of the disclosing Party, or (iii) under the circumstances of disclosure should reasonably be considered as confidential or proprietary information of the disclosing Party.

#### E. Deliverable

The tangible embodiment of the Subcontractor Services performed by the Subcontractor, including the development or creation of Work Product, performed or provided by the Subcontractor as provided by the Supplier in the applicable Statement of Work.

#### F. Supplier Deliverable

Means the tangible embodiment of the Contract Services performed or provided by a subcontractor.

#### G. Party

Supplier, VITA, or any Authorized User.

#### H. Related Deliverable

Deliverable identified, specified and mutually agreed upon in the SOW as having interdependencies with another Deliverable within the same SOW.

#### I. Requirements

The functional, performance, operational, compatibility, Acceptance testing criteria and other parameters and characteristics of the Service(s) and Deliverables as set forth in Exhibit A and the applicable Statement of Work and such other parameters, characteristics, or performance standards that may be agreed upon in writing by the Parties.

**J. Service**

Any work performed or service provided, including provision to the Authorized User of any Deliverable, by Supplier under this Contract. Service includes the discovery, creation, or development of Work Product, if any.

**K. Statement of Work (SOW)**

Any document in substantially the form of Exhibit D (describing the deliverables, due dates, assignment duration and payment obligations for a specific project, engagement, or assignment for which Supplier shall be providing Services to an Authorized User), which, upon signing by both Parties, shall be deemed a part of this Contract. A Statement of Work means any incorporated, attached or subsequent document to an order which, upon acceptance by the Supplier in response thereto, shall be deemed a part of the Contract, and which describes the Deliverables, due dates, assignment duration and payment obligations for a specific project, engagement, or assignment for which Subcontractor shall be providing Subcontractor Services.

**L. Subcontractor**

Any entity with which Supplier has entered a subcontractor contract, Exhibit C, to provide the resources to perform the various Subcontractor Services required during the term of the Contract.

**M. Subcontractor Service**

Any work performed or service provided, including any Deliverable described in the applicable order or SOW attached thereto, by a Subcontractor for an Authorized User.

**N. Supplier**

The prime contractor responsible for managing a base of Subcontractors who provide the resources to perform the various Services required during the term of the Contract.

**O. RESERVED**

**P. VITA**

Virginia Information Technologies Agency, an agency of the Commonwealth of Virginia pursuant to Chapter 20 (§§2.2-2005 et seq.) of the Code of Virginia.

**Q. Contract Data**

Limited to all contract management data, information, text, drawings and other materials embodied in any electronic, optical, magnetic or tangible medium that is: (i) provided to Supplier by VITA or any Authorized User in connection with the Services or Subcontractor Services provided by Supplier; (ii) obtained, processed or produced by Supplier in connection with the Services or Subcontractor Services provided by Supplier (e.g. configuration data loaded onto equipment that Supplier maintains as part of the Services and Subcontractor Services provided to VITA and any Authorized User, inventory data maintained by Supplier, administrator passwords used by Supplier in the maintenance of VITA equipment).

**R. Work Product**

Inventions, combinations, machines, methods, formulae, techniques, processes, improvements, software designs, computer programs, strategies, specific computer-related know-how, data and original works of authorship (collectively, the "Work Product") discovered, created, or developed by Supplier, or jointly by Supplier and an Authorized User(s) in the performance of this Contract. Work Product shall not include configuration of software.

**3. TERM AND TERMINATION**

**A. Contract Term**

This Contract is effective and legally binding as of the Effective Date and, unless terminated as provided for in this section, shall continue to be effective and legally binding through June 30, 2018. VITA, in its sole discretion, may extend this Contract for up to three (3) additional one (1) year periods after the expiration of the initial term. VITA will issue a written notification to the Supplier stating the extension period, not less than thirty (30) days prior to the expiration of any current term. Performance of an order or SOW issued during the term of this Contract may

survive the expiration of the term of this Contract, in which case all terms and conditions required for the operation of such order or SOW shall remain in full force and effect until Services pursuant to such order or SOW have met the final Acceptance criteria of the applicable Authorized User.

**B. Termination for Convenience**

VITA may terminate this Contract, in whole or in part, or any order or SOW issued hereunder, in whole or in part, or an Authorized User may terminate an order or SOW, in whole or in part, upon not less than thirty (30) days prior written notice at any time for any reason.

**C. Termination for Breach or Default**

VITA shall have the right to terminate this Contract, in whole or in part, or any order or SOW issued hereunder, in whole or in part, or an Authorized User may terminate an order or SOW, in whole or in part, for breach and/or default of Supplier. Supplier shall be deemed in breach and/or default in the event that Supplier fails to meet any material obligation set forth in this Contract or in any order or SOW issued hereunder.

If VITA deems the Supplier to be in breach and/or default, VITA shall provide Supplier with notice of breach and/or default and allow Supplier fifteen (15) days to cure the breach and/or default. If Supplier fails to cure the breach as noted, VITA may immediately terminate this Contract or any order or SOW issued hereunder, in whole or in part. If an Authorized User deems the Supplier to be in breach and/or default of an order or SOW, such Authorized User shall provide Supplier with notice of breach and/or default and allow Supplier fifteen (15) days to cure the breach and/or default. If Supplier fails to cure the breach and/or default as noted, such Authorized User may immediately terminate its order or SOW, in whole or in part. Any such termination shall be deemed a Termination for Breach or a Termination for Default. In addition, if Supplier is found by a court of competent jurisdiction to be in violation of or to have violated 31 USC 1352 or if Supplier becomes a party excluded from Federal Procurement and Nonprocurement Programs, VITA may immediately terminate this Contract, in whole or in part, for breach. VITA shall provide written notice to Supplier of such termination and Supplier shall provide written notice to VITA if Supplier is charged with violation of 31 USC 1352 or if federal debarment proceedings are instituted against Supplier.

Supplier's consistent or recurring failure to meet the agreed-upon service levels will be considered to be a material breach of the Contract as described in this section.

**D. Termination for Non-Appropriation of Funds**

All payment obligations under this Contract are subject to the availability of legislative appropriations at the federal, state, or local level, for this purpose. In the event of non-appropriation of funds, irrespective of the source of funds, for the items under this Contract, VITA may terminate any order or SOW, in whole or in part, or an Authorized User may terminate its order or SOW, in whole or in part, for those goods or services for which funds have not been appropriated. Written notice will be provided to the Supplier as soon as possible after legislative action is completed.

Termination by Supplier will not be considered.

**E. Effect of Termination**

Upon termination, neither the Commonwealth, nor VITA, nor any Authorized User shall have any future liability except for Deliverables accepted by the Authorized User or Services rendered by Supplier and accepted by the Authorized User prior to the termination date.

In the event of a Termination for Breach or Termination for Default, Supplier shall accept return of any Deliverable that was not accepted by the Authorized User(s), and Supplier shall refund any monies paid by any Authorized User for such Deliverable, and all costs of de-installation and return of Deliverables shall be borne by Supplier.

**F. Transition of Services**

Prior to or upon expiration or termination of this Contract and at the request of VITA, Supplier shall provide all assistance as VITA or an Authorized User may reasonably require to transition Services to any other supplier with whom VITA or such Authorized User contracts for provision of

services identical or similar to the Services provided by Supplier pursuant to this Contract. This obligation may extend beyond expiration or termination of the Contract for a period not to exceed six (6) months. In the event of a termination for breach and/or default of Supplier, Supplier shall provide such assistance at no charge or fee to VITA or any Authorized User; otherwise, Supplier shall provide such assistance at the hourly rate or a charge agreed upon by Supplier and VITA or an Authorized User.

**G. Contract Kick-Off Meeting**

Within 30 days of Contract award, Supplier may be required to attend a contract orientation meeting, along with the VITA contract manager/administrator, the VITA and/or other CoVA Agency project manager(s) or authorized representative(s), technical leads, VITA representatives for SWaM and Sales/IFA reporting, as applicable, and any other significant stakeholders who have a part in the successful performance of this Contract. The purpose of this meeting will be to review all contractual obligations for both parties, all administrative and reporting requirements, and to discuss any other relationship, responsibility, communication and performance criteria set forth in the Contract. The Supplier may be required to have its assigned account manager as specified in Section 6.0 of this contract and a representative from its contracts department in attendance. The time and location of this meeting will be coordinated with Supplier and other meeting participants by the VITA contract manager.

**H. Contract Closeout**

Prior to the contract's expiration date, Supplier may be provided contract close out documentation and shall complete, sign and return to VITA Supply Chain Management within 30 days of receipt. This documentation may include, but not be limited to: Patent/Royalty Certificate, Tangible Property/Asset Certificate, Escrow Certificate, SWaM Reports Completion Certificate, Sales Reports/IFA Payments Completion Certificate, Final Payment Certificate, data files in electronic format that incorporate order history for all engagements, subcontractor name and contacts. Supplier is required to process these as requested to ensure completion of close-out administration and to maintain a positive performance reputation with the Commonwealth of Virginia. Any closeout documentation not received within 30 days of Supplier's receipt of our request will be documented in the contract file as Supplier non-compliance. Supplier's non-compliance may affect any pending payments due the Supplier, including final payment, until the documentation is returned.

**4. SERVICES**

**A. Nature of Services and Engagement**

Supplier is an independent contractor engaged to provide IT staff augmentation services and IT Statement of Work (SOW) services, including but not limited to management of the staff augmentation system and management of the Subcontractor base.

**B. Statement of Work (SOW)**

All Services shall be performed at the times and locations set forth in the applicable SOW. All Subcontractor Services provided by a subcontractor shall be performed at the rates set forth in an order executed by the Authorized User. In furtherance of compliance, invoicing, and auditing requirements, for time and materials type SOWs (which must have prior written approval by VITA), Subcontractor personnel shall maintain daily time reports of hours and tasks performed which shall be submitted or made available for inspection by the ordering Authorized User upon forty eight (48) hours advance written notice. Unless VITA issues a written authorization for a time and materials type SOW, any SOW shall be of a fixed price type but may, with the written approval of VITA, contain a cost-reimbursable line item(s) for pre-approved travel expenses.

All Services shall be performed at the rates, times and locations set forth in the applicable SOW. In furtherance of compliance, invoicing, and auditing requirements, all personnel performing services under an SOW issued under this contract shall maintain daily time records of hours and tasks performed, which shall be submitted or made available for inspection by VITA or any authorized user upon forty-eight (48) hours advance written notice. Any total dollar amounts or not-to-exceed limitations appearing in an SOW shall be considered reasonably accurate

estimates. All changes to the Services to be provided must be described in a written change request (template provided as Exhibit E) which includes any appropriate adjustments to the SOW. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract. An SOW from an Authorized User may contain additional terms and conditions; however, to the extent that the terms and conditions of the Authorized User's order are inconsistent with the terms and conditions of this Contract or any modification thereto, the terms of this Contract shall supersede. In no event shall any SOW or any modification thereto require the Supplier to perform any work beyond the scope of this Contract.

An SOW may designate certain of Supplier's personnel as Key Personnel or Project Managers. Supplier's obligations with respect to Key Personnel and Project Managers shall be described in the applicable SOW. Failure of Supplier to perform in accordance with such obligations may be deemed a default of this Contract.

An SOW may be written as follows:

i.) Fixed Price Type

A Fixed Price type SOW should be used when the Authorized User's requirements can be set forth in sufficient detail as to allow for a fixed price to be developed. A Fixed Price type SOW may include cost-reimbursable line items for such expenses as travel and materials. A Fixed Price type SOW should include Deliverables and a milestone payment schedule associated with such Deliverables.

ii.) Time and Materials Type

A Time and Materials type SOW, which requires prior written approval by VITA, should be used when the Authorized User's requirements are not sufficiently defined as to allow for a fixed price to be developed. A Time and Material type SOW shall list the Services to be performed by labor category of personnel, and, for each labor category: a) the number of hours allocated thereto, b) the hourly rate, and c) an extended price. A Time and Materials SOW shall contain a Not to Exceed funding limitation. Supplier shall not be obligated to incur costs in excess of such limitation, and the Authorized User shall not be obligated to reimburse Supplier for costs in excess of such limitation.

The provisions of the Virginia Department of General Services, Division of Purchases and Supply Vendor's Manual shall not apply to this Contract or any order or SOW issued hereunder. Any modification to an SOW that extends the period of performance beyond one (1) year or increases the value of such SOW above US\$100,000 shall, absent the prior written approval of VITA, be voidable by VITA, in its sole discretion. If an SOW is voided by VITA, such SOW shall no longer be binding on either Party and all obligations with respect to such SOW shall expire. [Note: period of performance may be shorter than one (1) year, but not greater, and dollar values may be lower than \$100,000 but not greater.]

An Authorized User and Supplier may enter into an ordering agreement pursuant to this Contract. To the extent that such ordering agreement, or any order or SOW issued hereunder, include any terms and conditions inconsistent with the terms and conditions of this Contract, such terms and conditions shall be of no force and effect.

### **C. Performance of Services**

Supplier shall provide personnel qualified to perform the Services required by any SOW issued hereunder. If any individual provided by Supplier fails to perform at an acceptable level of achievement of Requirements within a reasonable length of time, not exceed ten (10) business days, such Authorized User shall have the right to request that Supplier immediately remove such individual from performing on the SOW and replace such individual with a more qualified individual. For a time and materials type SOW, Authorized User may withhold payment for any hours billed by Supplier for such individual's performance of the Services. Any disputes arising from the foregoing shall be resolved in accordance with the Dispute Resolution section of this Contract.

**D. Authorized Users Responsibilities**

Unless otherwise agreed in writing in the SOW, the Authorized User will provide, as required, access to project documentation and to any technical manuals and references during the normal performance of duties. If work is to be performed by Supplier at Authorized User's location, Authorized User shall also provide proper working facilities and consumable supplies commensurate with the task(s) to be performed.

**E. Change Orders**

All changes to the Services to be provided pursuant to any given SOW must be described in a written change request (template provided as Exhibit E), which includes any appropriate adjustments to the SOW. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract. In no event shall any SOW or any modification thereto require the Supplier or any of Supplier's Subcontractors to perform any work beyond the scope of this Contract.

**F. Acceptance**

Service(s) shall be deemed accepted when the Authorized User determines that such Service(s) meets the Requirements set forth in the applicable order or SOW. If applicable, Supplier shall be responsible for ensuring that any individual Deliverable functions properly with any other Related Deliverable provided pursuant to the same SOW. Should a previously Accepted Deliverable require further modification in order to work properly with any other Related Deliverable, Supplier shall be responsible for all costs associated with such modification.

Authorized User shall commence Acceptance testing within ten business (10) days, or within such other period as set forth in the applicable SOW, after receipt of the Service. Acceptance testing will be no longer than thirty (30) days, or such longer period as may be agreed in writing between Authorized User and Supplier, for each Deliverable or for the first instance of each Service type set forth in Exhibit D. Supplier agrees to provide to the Authorized User such assistance and advice as the Authorized User may reasonably require, at no additional cost, during such Acceptance testing. Authorized User shall provide to Supplier written notice of Acceptance upon completion of installation and successful Acceptance testing. Should Authorized User fail to provide Supplier written notice of successful or unsuccessful Acceptance testing within five business (5) days following the Acceptance testing period, the Service shall be deemed Accepted.

**G. Cure Period**

Supplier shall correct any non-conformities identified hereunder and shall thereafter re-submit such previously non-conforming Service or Deliverable for re-testing within seven (7) business days of the appropriate Authorized User's written notice of non-conformance, or as otherwise agreed between such Authorized User and Supplier. In the event that Supplier fails to deliver a Service or Deliverable which meets the Requirements, the Authorized User may, in its sole discretion: (i) reject the Service or Deliverable in its entirety and recover amounts previously paid hereunder for Services or Deliverables that are identified and specified and mutually agreed upon in the SOW as having interdependencies with the non-conforming Service or Deliverable; (ii) issue a "partial Acceptance" of the Service or Deliverable with an equitable adjustment in the price to account for such deficiency; or (iii) conditionally accept the applicable Service or Deliverable while reserving its right to revoke Acceptance if timely correction is not forthcoming. Failure of a Service or a Deliverable to meet, in all material respects, the specifications and performance standards after the second set of acceptance tests may constitute cause to terminate the SOW for services provided as a Subcontractor Service, or constitute a default by the supplier for services provided solely by Supplier. Notwithstanding the foregoing, VITA or the Authorized User shall be entitled to pursue any other remedies that are available to it under this Contract and at law or in equity.

For services provided under a SOW, if the Authorized User rejects the Service or Deliverable in its entirety, the Authorized User may seek to recover amounts previously paid to Supplier for such Service or Deliverable. In such event, Supplier, upon providing written notification to the Subcontractor providing such Service or Deliverable, may collect those amounts from the

Subcontractor. If, after a period of 60 days from the date of such written notification to subcontractor, Supplier is only able to collect less than the amount of such Service or Deliverable, then VITA or the Authorized User agrees to accept such amount in payment from Supplier while Supplier agrees to assign, in whole and in part, all actions, at law and otherwise, to VITA and/or the Authorized User to collect such amounts from the subcontractor. No other remedies available to the Authorized User under the SOW or this Contract or any modification thereto shall be affected.

**H. Training and Documentation**

Any training or documentation necessary for VITA and/or the Authorized User to have full benefit of the Services shall be deemed included in the scope of this Contract unless expressly excluded.

**I. Warranty Period**

90 days from Acceptance of the Deliverable, or such longer period as may be agreed to in the applicable SOW.

**J. Use of Deliverables**

Supplier grants to each ordering Authorized User a worldwide, royalty free, perpetual license to use, reproduce, display, distribute copies of, and prepare derivative works of the Deliverables to or for (i) Authorized User's internal purposes, (ii) Authorized User's client agencies within Commonwealth, (iii) third parties who have signed appropriate confidentiality agreements, and (iv) governmental or regulatory bodies as required by law or regulation. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables to the Authorized User and shall exist in perpetuity.

**5. RIGHTS TO WORK PRODUCT**

If Authorized User is a state agency, board, commission, or other quasi-political entity of the Commonwealth of Virginia or other body referenced in Title 2.2 of the Code of Virginia, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with the Commonwealth. If Authorized User is a locality, municipality, school, school system, college, university, local board, local commission, or local quasi-political entity, any license to pre-existing work shall be held by, and all rights in, title to, and ownership of Work Product shall vest with that public body.

**A. Work Product**

VITA and Supplier each acknowledge that performance of this Contract may result in Work Product. The Parties shall document all Work Product specifications and such specifications shall be made an incorporated Exhibit to this Contract. Supplier agrees that it shall promptly and fully disclose to the Commonwealth or the Authorized User any and all Work Product generated, conceived, reduced to practice or learned by Supplier or any of its employees, either solely or jointly with others, during the term or performance of this Contract, which in any way relates to the business of the Commonwealth, VITA, or any Authorized User. Supplier further agrees that neither Supplier nor any of Supplier's employees, contractors, agents or subcontractors, nor any party claiming through Supplier or Supplier's employees, shall, other than in the performance of this Contract, make use of or disclose to others any proprietary information relating to the Work Product. All Services performed hereunder shall include delivery of all Work Product source code, object code, executables, and documentation. Supplier shall at no time deny access to the Work Product, regardless of form, by the Commonwealth or the Authorized User. Supplier agrees that it shall require all Subcontractors, pursuant to Exhibit C, to promptly and fully disclose to the ordering Authorized User any and all Work Product generated, conceived, reduced to practice or learned by Subcontractor or any of its employees, either solely or jointly with others, during the term of this Contract, which in any way relates to the business of the Authorized User.

**B. Ownership**

Supplier agrees that, whether or not the Services are considered "works made for hire" or an employment to invent, all Work Product discovered, created or developed under this Contract shall be and shall remain the sole and exclusive property of the Commonwealth of Virginia and its assigns or the Authorized User and its assigns. Except as specifically set forth in writing and

signed by both VITA and Supplier, or Authorized User and Supplier, Supplier agrees that the Commonwealth or the Authorized User shall have all rights with respect to any Work Product discovered, created or developed under this Contract by Supplier or any Subcontractor without regard to the origin of the Work Product.

If and to the extent that Supplier or any Subcontractor may, under applicable law, be entitled to claim any ownership interest in the Work Product, Supplier and/or any of Supplier's Subcontractors hereby irrevocably transfers, grants, conveys, assigns and relinquishes exclusively to the Commonwealth or the Authorized User any and all right, title and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret and trademark law in perpetuity or for the longest period otherwise permitted by law. If any moral rights are created, Supplier and/or any of Supplier's Subcontractors waives such rights in the Work Product. Supplier and/or any of Supplier's Subcontractors further agrees as to the Work Product to assist the Commonwealth or the Authorized User in every reasonable way to obtain and, from time to time, enforce patents, copyrights, and other rights and protection, and in protecting trade secrets, with respect to such Work Product, and to that end, Supplier and its employees and Subcontractors shall execute all documents for use in applying for and obtaining such patents, copyrights, and other rights and protection with respect to such Work Product, as the Commonwealth or the Authorized User may reasonably request, together with any assignments thereof to the Commonwealth or the Authorized User or entities designated by the Commonwealth or the Authorized User. The Supplier's, its employees and its Subcontractor's obligations to assist VITA and/or Authorized Users in obtaining and enforcing such rights shall continue beyond the termination of this Contract.

The Supplier agrees and will require all Subcontractors to agree that neither Supplier, Subcontractor, Subcontractor's employees, nor any party claiming through Supplier, Subcontractor or Subcontractor's employees, shall, other than in the performance of this Contract, make use of or disclose to others any proprietary information relating to the Work Product.

All Subcontractor Services performed hereunder shall include delivery of all source and object code and all executables and documentation. The Supplier agrees that it shall require all Subcontractors, pursuant to Exhibit C to provide the ordering Authorized User a copy of the most recent source code upon completion of the SOW or as specified as a deliverable in the SOW.

#### **C. Ownership of Intellectual Property**

Supplier represents and warrants that it is the sole and exclusive owner, or has the right to use, all Supplier's deliverables, measurement and benchmarking tools, templates, methodologies, questionnaires, Supplier-proprietary research and copyrighted material and Supplier data (collectively, "Supplier's Intellectual Property") that are used in the course of performing consulting Services, provided that Supplier's Intellectual Property was owned or licensed by Supplier prior to the effective date of this Contract or was developed, licensed, or obtained at Supplier's expense.

Supplier may, in the course of executing a SOW discover, create, or develop Work Product. All Work Product discovered, created or developed under any SOW issued hereunder shall be and remain the sole property of the Commonwealth and/or any authorized user and its assigns. Except as specifically set forth in writing and signed by both the authorized user and Supplier, Supplier agrees that the Authorized User shall have all rights with respect to any Work Product discovered, created or developed under this Contract without regard to the origin of the Work Product.

If and to the extent that Supplier may, under applicable law, be entitled to claim any ownership interest in the Work Product, Supplier hereby transfers, grants, conveys, assigns and relinquishes exclusively to the Authorized User or Commonwealth any and all right, title and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret and trademark law in perpetuity or for the longest period otherwise permitted by law. If any moral rights are created, Supplier waives such rights in the Work Product. Supplier further agrees as to the Work Product to assist the Authorized User in every reasonable way to obtain and, from time

to time, enforce patents, copyrights, trade secrets and other rights and protection relating to the Work Product, and to that end, Supplier and its subcontractors or employees shall execute all documents for use in applying for and obtaining such patents, copyrights, trade secrets and other rights and protection with respect to such Work Product, as the Authorized User may reasonable request, together with any assignments thereof to the Authorized User or entities designated by it. Supplier's and its employees' obligations to assist the Authorized User in obtaining and enforcing such rights shall continue beyond the termination of this Contract or any SOW issued hereunder.

The Supplier hereby agrees that, notwithstanding anything else in this Contract, in the event of any breach of this Contract by VITA or any Authorized User, the Supplier's remedy shall not include any right to rescind, otherwise revoke, or invalidate the provisions of this Section. Similarly, no termination of the Contract by VITA, or a termination of any SOW by an Authorized User, shall have the effect of rescinding the provisions of this Section.

With the exception of the foregoing, Supplier shall retain sole and exclusive ownership of Supplier's Intellectual Property.

**D. Pre-existing Work**

If and to the extent that any pre-existing rights are embodied or reflected in the Service Deliverables, Supplier and any of its Subcontractors hereby grants to the Commonwealth or the Authorized User an irrevocable, perpetual, non-exclusive, worldwide, royalty-free right and license to (i) use, modify, transmit, execute, reproduce, display, perform, distribute copies of and prepare derivative works based upon such pre-existing rights and any derivative works thereof, and (ii) authorize others to do any or all of the foregoing. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables and shall exist in perpetuity unless otherwise terminated in accordance with the applicable provisions of the Contract.

**E. Return of Materials**

Upon termination of this Contract, Supplier shall immediately return to VITA or the appropriate Authorized User all copies, in whatever form, of any and all Confidential Information, Work Product and other properties provided by VITA or such Authorized User, which are in Supplier's possession, custody or control.

**6. SUPPLIER PERSONNEL AND RESPONSIBILITIES**

**A. Selection and Management of Supplier Personnel**

Supplier shall take such steps as may be necessary to ensure that all Supplier personnel performing Services under this Contract are competent and knowledgeable of the contractual arrangements and the applicable orders and SOWs between Authorized User and Supplier. Supplier shall be solely responsible for the conduct of its employees, agents, and Subcontractors, including all acts and omissions of such employees, agents, and Subcontractors, and shall ensure that such employees and subcontractors comply with the appropriate Authorized User's site security, information security and personnel conduct rules, as well as applicable federal, state and local laws, including export regulations. Authorized User reserves the right to require the immediate removal from such Authorized User's premises of any employee, Subcontractor or agent of Supplier whom such Authorized User believes has failed to comply or whose conduct or behavior is unacceptable or unprofessional or results in a security or safety breach.

Supplier agrees to have full time (Richmond metro area) local resources dedicated to the support of this Contract at all times during the term of this contract.

**B. Supplier Personnel Supervision**

Supplier acknowledges that Supplier, or any of its agents, contractors, or subcontractors, is and shall be the employer of Supplier personnel, and shall have sole responsibility to supervise, counsel, discipline, review, evaluate, set the pay rates of, provide (to the extent required by law) health care and other benefits for, and terminate the employment of Supplier personnel. Neither VITA nor an Authorized User shall have any such responsibilities for Supplier or Subcontractor personnel.

**C. Key Personnel**

An SOW may designate certain of Subcontractor's personnel as Key Personnel or Project Managers. Supplier and/or Subcontractor's obligations with respect to Key Personnel and Project Managers shall be described in the applicable SOW. Failure of Supplier or Subcontractor to perform in accordance with such obligations may be deemed a default of this Contract or of the applicable SOW.

**7. REPRESENTATIONS AND WARRANTY OF SERVICES AND SUBCONTRACTOR SERVICES**

With respect to the right to the Services provided by Supplier and the Subcontractor Services, Supplier represents and warrants the following:

**A. Ownership**

Supplier has the right to provide the services, including Deliverables, without violating or infringing any law, rule, regulation, copyright, patent, trade secret or other proprietary right of any third party.

**B. Performance**

All Services and Subcontractor Services shall be performed with care, skill and diligence, consistent with or above applicable professional standards consistently recognized in its profession, and Supplier shall be responsible for the professional quality, technical accuracy, completeness and coordination of all plans, information, specification, computer programs, software, Deliverables, Subcontractor Services and Services furnished under this Contract.

The Services shall meet or exceed the Solution Requirements.

The Services and Subcontractor Services shall be performed in a professional manner.

**C. Subcontractors**

Supplier represents and warrants that any authorized subcontractors performing the Services shall perform the Services in accordance with the warranties set forth in this Contract and the SOW. The Supplier will be (i) responsible for all work performed by subcontractors, (ii) will be responsible for Subcontractors compliance with the Contract and (iii) guarantee the performance of any services provided by the Supplier's subcontractors (including but not limited to liability for all subcontractors adherence with all technical and operational specifications.) The Supplier will be responsible for payment of its subcontractors and will indemnify VITA against any claims resulting from Supplier's failure to pay.

If an order or SOW issued pursuant to this Contract is supported in whole or in part with federal funds, Supplier shall not subcontract any Services pursuant to such order or SOW to any subcontractor that is a party excluded from Federal Procurement and Nonprocurement Programs. In no event shall Supplier subcontract any Services to any subcontractor which is debarred by the Commonwealth of Virginia or which owes back taxes to the Commonwealth and has not made arrangements with the Commonwealth for payment of such back taxes.

All Subcontractor Personnel performing Services under this Contract will have a W-2 or 1099 relationship to the Subcontractor, or be no more than one relationship layer removed from the Subcontractor.

**8. SUPPLIER TO SUBMIT ANNUAL OPERATIONAL PLAN**

Supplier agrees to complete an operational plan (refer to Exhibit G, Attachments 1 and 2) for submission to VITA each year which shall address the following:

- i.) Activities to market the contract to other public bodies and localities.
- ii.) Quarterly updating and improvements in supplier portal and website and other communication media to improve marketing and information to other public bodies and localities.
- iii.) Development of a strategy to improve senior level operations and executive level reporting.
- iv.) Schedule for VMS training needed for new users, Authorized Users, version updating and maintenance.

- v.) Improvements to senior level reporting as well as updates to Authorized Users, managers and resource handbooks.

Supplier will meet with VITA personnel responsible for managing the contract for an annual planning session prior to the submission of the first operational plan and prior to each subsequent updated annual plan.

## **9. POLICIES AND PROCEDURES GUIDE**

Within 30 days of the effective date of the Contract, Supplier will provide VITA with a policy and procedures guide that describes how the Supplier and VITA will work together and how services are to be delivered. The guide will provide process diagram details, working activities, interface points with VITA and Supplier deliverables. Updated versions of the guide will be provided by Supplier to VITA and all Authorized Users every 6 months during the terms of the Contract.

## **10. REQUIRED MEETINGS WITH VITA**

Supplier will conduct regular meetings with VITA, customer advisory groups and senior management. The meetings will include:

- i.) Quarterly business reviews of trends, performance, labor market data, subcontractor performance, supplier performance to SLA, improvement plans and activities.
- ii.) Monthly progress meetings to review and discuss program on program initiatives and challenges
- iii.) Weekly operations meeting to review current status of engagements

## **11. SERVICE LEVEL AGREEMENT CREDITS**

Supplier agrees to identify and calculate all credits due for outages, performance failures or failure to meet any service level. All service levels will be computed on a monthly basis. Supplier will ensure that all credits due VITA are provided automatically without requiring VITA to submit a claim or request, and are clearly identified on the credit note to which they are posted (including specifically identifying on the credit note the outage to which the service credit applies.). Service credits will be issued no later than 60 days after such outage or failure to meet such service level occurs. The Service Level Agreements will be reviewed monthly by VITA and the Supplier to identify any issues that may need immediate attention and may be reviewed again during the quarterly meetings between VITA and the Supplier. Supplier will be allowed a 60 day grace period during the implementation phase of the contract to ramp up services, without scoring on any of the performance metrics in the Service Level Agreements (SLAs). Supplier will begin measuring the service levels immediately after completion of implementation and migration, beginning with the next calendar quarter, or 60 days thereafter, whichever is longer.

## **12. CONTRACT DATA**

The following requirements pertain to all Contract Data:

### **A. Correcting Errors and Inaccuracies**

At Supplier's expense, Supplier shall promptly correct any errors or inaccuracies in the Contract Data that are caused by Supplier or Supplier's subcontractors.

### **B. Secure Retention of Contract Data**

During the term of any agreement between VITA and the Supplier (including during any period of transition assistance) Supplier shall maintain a copy of all Contract Data and shall make secure back-ups of the Contract Data on a regular basis.

If, due to an act or omission of Supplier, any Contract Data is corrupted, lost or sufficiently degraded as to be unusable, the Supplier will, at its sole cost and expense, as soon as reasonably practicable and so far as it is reasonably capable, carry out such remedial action as is required to restore the Contract Data as VITA may reasonably require.

**C. Return of VITA Data**

At any time during the term of the Contract, at VITA's request, Supplier shall provide VITA with a copy of the Contract Data in the format requested by VITA. Upon termination or expiration of the Contract the Supplier must return all Contract Data to VITA or to VITA's nominated agent in the format requested by VITA. The Supplier will provide reasonable assistance to VITA or to VITA's nominated agent in order to transition the responsibilities with respect to the use of and maintenance of the Contract Data back to VITA or to VITA's nominated agent as required.

**13. RESERVED**

**14. GENERAL WARRANTY**

With respect to the Services provided by Supplier, Supplier represents and warrants the following:

**A. Ownership**

Supplier has the right to provide the Services, including Deliverables, without violating or infringing any law, rule, regulation, copyright, patent, trade secret or other proprietary right of any third party.

**B. Supplier's Viability**

Supplier warrants that it has the financial capacity to perform and continue to perform its obligations under this Contract; that Supplier has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Supplier that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.

**C. Supplier's Past Experience**

Supplier warrants that the Services have been successfully performed for a non-related third-party without significant problems due to the Services or Supplier.

**D. Performance**

All Supplier Services and all Subcontractor Services shall be performed with care, skill and diligence, consistent with or above applicable professional standards currently recognized in its profession, and Supplier shall be responsible for the professional quality, technical accuracy, completeness and coordination of all plans, information, specifications, Deliverables and Services furnished under this Contract;

Services pursuant to a particular Request for Proposal ("RFP"), quote, or Request for Quote (RFQ), and any associated Deliverables shall be fit for the particular purposes specified by VITA in the RFP and in this Contract and, if applicable, by the Authorized User requesting such quote or issuing such RFQ, and Supplier is possessed of superior knowledge with respect to the Services and Deliverables and is aware that all Authorized Users are relying on Supplier's skill and judgment in providing the Services and Deliverables;

The Services and Deliverables shall meet or exceed the Requirements and shall be performed in a professional manner;

The Supplier warrants that the documentation which Supplier is required to provide under this Contract shall be sufficient in detail and content to allow a user, possessing sufficient technical knowledge, to understand fully the software or other Deliverables without reference to any other materials or information.

**E. Performance Service Standards and Remedies**

Supplier will meet or exceed the Service levels detailed in Exhibit B attached hereto. In the event Supplier fails to meet the Service levels, Supplier agrees to the following remedies:

A discussion will take place between Supplier representatives and the VITA contract manager. Supplier will be given a warning and a plan will be developed to improve on the problem areas within thirty (30) days.

If a second monthly review occurs with minimal or no improvement in the problem areas, Supplier will be placed on Probation, and Supplier will be given two (2) months to improve their overall service score.

If a third monthly review with below-threshold score occurs within the two (2) month probationary period, the Supplier will be required to give a one percent (1%) rebate on the month's revenue back to each Authorized User which has provided revenue to Supplier.

If a fourth below-threshold score occurs within the next three (3) months, Supplier will be required to provide a three percent (3%) rebate on the month's revenue back to each Authorized User which has provided revenue to Supplier, and the Contract may be terminated by VITA.

**F. Malicious Code**

Supplier agrees that it will commit its Subcontractor to using best efforts through quality assurance procedures to ensure that there are no computer viruses or undocumented features in any of the media or means used to deliver the Services. Supplier will commit that its Subcontractors have used the best available means to scan any media on which Deliverables are provided to the Authorized User.

**G. Limited Warranty Period and Remedy**

During the Warranty Period, Supplier warrants that the Deliverables do not contain any material errors and shall conform to the Requirements outlined in the SOW. Supplier shall correct all errors at no additional cost to any Authorized User. If Supplier is unable to make the Deliverable conform, in all material respects, to the SOW Requirements within ten (10) days, or a time period mutually agreed upon or specified in the SOW, following written notification by an Authorized User, Supplier shall, at such Authorized User's request, accept return of such Deliverable and any other Related Deliverable(s) from the same SOW rendered unusable, and return all monies paid by such Authorized User for the non-conforming Deliverable and such other Related Deliverable(s) rendered unusable. For Subcontractor Services, return of monies to the Authorized User will occur within 10 days of receipt by Supplier of monies returned by subcontractor(s) for the non-conforming deliverables. Supplier will only be responsible for reimbursing the Authorized User such amounts as Supplier has received from the subcontractor(s) for the non-conforming deliverables.

THE OBLIGATIONS OF SUPPLIER UNDER THIS GENERAL WARRANTY SECTION ARE MATERIAL. SUPPLIER MAKES NO OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY CONCERNING MERCHANTABILITY OR FITNESS FOR ANY OTHER PARTICULAR PURPOSE.

**15. TRAINING AND DOCUMENTATION**

Any training or documentation necessary for an Authorized User to have full benefit of the Subcontractor Services shall be deemed included in the scope of the applicable order or SOW unless expressly excluded.

**16. ORDERS AND COMPENSATION**

**A. Order**

Supplier is required to accept any order placed by an Authorized User through the eVA electronic procurement website portal (<http://www.eva.virginia.gov/>). eVA is the Commonwealth of Virginia's e-procurement system. State agencies, as defined in §2.2-2006 of the Code of Virginia, shall order through eVA. All other Authorized Users are encouraged to order through eVA, but may order through the following means:

- i.) Purchase Order (PO): An official PO form issued by an Authorized User.

This ordering authority is limited to issuing orders for the Services available under this Contract. Under no circumstances shall any Authorized User have the authority to modify this Contract. An order from an Authorized User may contain additional terms and conditions; however, to the

extent that the terms and conditions of the Authorized User's order are inconsistent with the terms and conditions of this Contract, the terms of this Contract shall supersede.

Notwithstanding the foregoing, Supplier shall not accept any order from an Authorized User if such order is to be funded, in whole or in part, by federal funds and if, at the time the order is placed, Supplier is not eligible to be the recipient of federal funds as may be noted on any of the Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs.

ALL CONTRACTUAL OBLIGATIONS UNDER THIS CONTRACT IN CONNECTION WITH AN ORDER PLACED BY ANY AUTHORIZED USER ARE THE SOLE OBLIGATION OF SUCH AUTHORIZED USER AND NOT THE RESPONSIBILITY OF VITA UNLESS SUCH AUTHORIZED USER IS VITA.

**B. Purchase Price and Price Protection**

Exhibit F sets forth the fees and the appropriate Commonwealth discounts. Supplier's management fees shall not increase and discounts shall not decrease for a period of not less than two (2) years from the Effective Date. Thereafter, no such increase shall exceed the lesser of three percent (3%) or the annual increase in the Consumer Price Index for All Urban Consumers (CPI-U), U.S. City Average, All Items, not seasonally adjusted, as published by the Bureau of Labor Statistics of the Department of Labor (<http://www.bls.gov/cpi/home.htm>), for the effective date of the increase compared with the same index one (1) year prior. Any such change in price shall be submitted in writing in accordance with the above and shall not become effective for sixty (60) days thereafter. Supplier shall demonstrate the added value for any requested price increase. Any such change in price shall be submitted to VITA in writing in accordance with the above and shall not become effective for sixty (60) days thereafter. Semi-annually, the resource rates set forth in Exhibit F shall be checked against the applicable market index, or other applicable industry data, and the prices in Exhibit F shall be appropriately adjusted to ensure continued price competitiveness, if required. Supplier agrees to offer price reductions to ensure compliance with the Competitive Pricing Section.

**C. Purchase Payment Terms and Invoice Procedures**

Supplier is responsible for the accuracy of its billing information. Supplier agrees not to issue invoices hereunder until Services have been performed or milestones have met Acceptance criteria. Charges for Services accepted more than ninety (90) days prior to receipt of a valid invoice may not be paid, except in accordance with a milestone payment schedule. Should Supplier repeatedly over bill Authorized User, Authorized User may assess a one percent (1%) charge for the amount over billed for each month that such overbilling continues.

If there are any disputed items, the appropriate Authorized User shall pay all undisputed charges and promptly notify Supplier in writing of any disputed amount. Supplier shall thereupon review its records, and, if it does not concur with such Authorized User, provide such Authorized User with documentation to support the charge. If such charges remain in dispute, such dispute shall be resolved in accordance with the Dispute Resolution section of this Contract. In the absence of the Supplier's written evidence identifying the merit of the disputed amounts, Authorized User may not pay the disputed amounts and may consider the matter concerning the specific identified amounts closed. All payment terms are net 30 days after Acceptance.

For an SOW with a period of performance not expected to exceed one (1) month, Supplier shall remit each invoice to the "bill-to" address provided with the SOW promptly after all Deliverables or Services have been accepted and in accordance with the milestone payment schedule, if any, in the applicable SOW. For a time and material type SOW with a period of performance expected to exceed one (1) month, Supplier shall submit invoices to the ordering Authorized User monthly in arrears, unless otherwise specified in such SOW. For a fixed price type SOW, Supplier shall invoice in accordance with the milestone payment schedule, if any, in the applicable SOW; if such SOW does not include a milestone payment schedule, Supplier shall invoice after all Deliverables or Services have been accepted by the ordering Authorized User.

Supplier will not be required to honor Credit card payments.

Invoices issued by the Supplier shall identify at a minimum:

- i). Deliverable or Service type, or project milestone, and description
- ii). Quantity, charge and extended pricing for each Deliverable and/or Service item or milestone; or, for a time and materials type order, the name(s) of the assigned employee(s), the hourly rate(s), and the number of hours worked;
- iii). Applicable SOW date
- iv). This Contract number and the applicable order number
- v). Supplier's Federal Employer Identification Number (FEIN).

ALL CONTRACTUAL OBLIGATIONS UNDER THIS CONTRACT IN CONNECTION WITH AN SOW PLACED BY ANY AUTHORIZED USER ARE THE SOLE OBLIGATION OF SUCH AUTHORIZED USER AND NOT THE RESPONSIBILITY OF VITA UNLESS SUCH AUTHORIZED USER IS VITA.

#### **D. Reimbursement of Expenses**

If allowable pursuant to an Authorized User's SOW, such Authorized User shall pay, or reimburse Supplier, for all reasonable and actual travel-related expenses for greater than thirty (30) miles from portal to portal incurred by Supplier during the relevant period; provided, however, that such Authorized User shall only be liable to pay for Supplier's travel-related expenses, including transportation, meals, lodging and incidental expenses, that have been authorized by such Authorized User in advance and which will be reimbursable by such Authorized User at the then-current per diem amounts as published by the Virginia Department of Accounts (<http://www.doa.virginia.gov/>, or a successor URL(s)).

All reimbursed expenses will be billed to the Authorized User on a pass-through basis without any markup by Supplier. At Authorized User's request, Supplier shall provide copies of receipts for all travel expenses over US\$20.00.

#### **E. Overtime Policy**

No overtime premiums will be paid by Supplier for work which is performed under normal business hours (8:00 a.m. local time – 5:00 p.m. local time) in order to complete a task on time, unless otherwise agreed to in writing in advance by Authorized User.

### **17. REPORTING**

Supplier is required to submit to VITA the following monthly reports:

- i.) Report of Sales; and
- ii.) Small Business Subcontracting Report

These reports must be submitted using the instructions found at the following URL:  
<http://www.vita.virginia.gov/scm/default.aspx?id=97>

Failure to comply with all reporting requirements may result in default of the Contract.

Suppliers are encouraged to review the site periodically for updates on Supplier reporting.

### **18. STEERING COMMITTEE**

In order to facilitate mutually beneficial contractual relationships with suppliers, VITA has procedures for establishing a steering committee ("Steering Committee"), consisting of senior management personnel, including personnel involved in the contractual relationship, from VITA and Supplier.

Roles of the Steering Committee include but are not limited to a) identifying potential issues which may arise during the performance of a contract, b) discussing and assigning roles and responsibilities, c) establishing methods for quickly resolving potential disputes, d) setting rules for communication and decision making, e) monitoring and measuring the business relationship between the parties, and f) acting as a final decision board for escalated problems.

A meeting of the Steering Committee is intended to be a forum for brainstorming and sharing ideas, emphasizing respect, cooperation, and access, with the end goal of developing relationships to avoid conflict. A facilitator may, but is not required to, conduct a meeting of the Steering Committee.

A Steering Committee for this Contract will be formed at VITA's option. Meetings may be held at any time during the Contract term, should VITA, at its sole discretion, determine that a meeting(s) would be beneficial to the contractual relationship, and Supplier agrees to participate in such meeting(s). In addition, Supplier may at any time submit a written request to VITA for a meeting of the Steering Committee, which VITA will not unreasonably deny.

Supplier shall ensure the availability of the appropriate personnel to meet with the VITA contract management team. Additional Steering Committee meetings involving representatives from VITA, the Supplier, and an Authorized User may be required prior to or during performance on any specific Statement of Work issued pursuant to this Contract.

## **19. COMPETITIVE PRICING**

Supplier warrants and agrees that each of the charges, economic or product terms or warranties granted pursuant to this Contract are comparable to or better than the equivalent charge, economic or product term or warranty being offered to any commercial or government customer of Supplier. If Supplier enters into any arrangements with another customer of Supplier to provide Services under more favorable prices, as the prices may be indicated on Supplier's current U.S. and International price list or comparable document, then this Contract shall be deemed amended as of the date of such other arrangements to incorporate those more favorable prices, and Supplier shall immediately notify VITA of such change.

## **20. CONFIDENTIALITY**

### **A. Treatment and Protection**

Each Party shall (i) hold in strict confidence all Confidential Information of any other Party, (ii) use the Confidential Information solely to perform or to exercise its rights under this Contract, and (iii) not transfer, display, convey or otherwise disclose or make available all or any part of such Confidential Information to any third-party. However, an Authorized User may disclose the Confidential Information as delivered by Supplier to subcontractors, contractors or agents of such Authorized User that are bound by non-disclosure contracts with such Authorized User. Each Party shall take the same measures to protect against the disclosure or use of the Confidential Information as it takes to protect its own proprietary or confidential information (but in no event shall such measures be less than reasonable care).

### **B. Exclusions**

The term "Confidential Information" shall not include information that is:

- i). in the public domain through no fault of the receiving Party or of any other person or entity that is similarly contractually or otherwise obligated;
- ii). obtained independently from a third-party without an obligation of confidentiality to the disclosing Party and without breach of this Contract;
- iii). developed independently by the receiving Party without reference to the Confidential Information of the other Party; or
- iv). required to be disclosed under The Virginia Freedom of Information Act (§§2.2-3700 et seq. of the Code of Virginia) or similar laws or pursuant to a court order.

### **C. Return or Destruction**

Upon the termination or expiration of this Contract or upon the earlier request of the disclosing Authorized User, Supplier shall (i) at its own expense, (a) promptly return to the disclosing Authorized User all tangible Confidential Information (and all copies thereof except the record required by law) of the disclosing Authorized User, or (b) upon written request from the disclosing Authorized User, destroy such Confidential Information and provide the disclosing Authorized User with written certification of such destruction, and (ii) cease all further use of the Authorized User's Confidential Information, whether in tangible or intangible form.

VITA or the Authorized User shall retain and dispose of Supplier's Confidential Information in accordance with the Commonwealth of Virginia's records retention policies or, if Authorized User

is not subject to such policies, in accordance with such Authorized User's own records retention policies.

**D. Confidentiality Statement**

All Supplier personnel, contractors, agents, and subcontractors performing Services pursuant to this Contract shall be required to sign a confidentiality statement or non-disclosure agreement. Any violation of such statement or agreement shall be deemed a breach of this Contract and may result in termination of the Contract or any order or SOW issued hereunder.

**21. LIABILITY AND INDEMNIFICATION**

**A. Indemnification**

Supplier agrees to indemnify, defend and hold harmless the Commonwealth, VITA, any Authorized User, their officers, directors, agents and employees (collectively, "Commonwealth's Indemnified Parties") from and against any and all losses, damages, claims, demands, proceedings, suits and actions, including any related liabilities, obligations, losses, damages, assessments, fines, penalties (whether criminal or civil), judgments, settlements, expenses (including attorneys' and accountants' fees and disbursements) and costs (each, a "Claim" and collectively, "Claims"), incurred by, borne by or asserted against any of Commonwealth's Indemnified Parties to the extent such Claims in any way relate to, arise out of or result from: (i) any intentional or willful conduct or negligence of any employee, agent, or subcontractor of Supplier, (ii) any act or omission of any employee, agent, or subcontractor of Supplier, (iii) breach of any representation, warranty or covenant of Supplier contained herein, (iv) any defect in the Deliverables or the Services, or (v) any actual or alleged infringement or misappropriation of any third party's intellectual property rights by any of the Deliverables or Services. Selection and approval of counsel and approval of any settlement shall be accomplished in accordance with all applicable laws, rules and regulations. For state agencies the applicable laws include §§ 2.2-510 and 2.2-514 of the Code of Virginia. In all cases the selection and approval of counsel and approval of any settlement shall be satisfactory to the Commonwealth.

In the event that a Claim is commenced against any of Commonwealth's Indemnified Parties alleging that use of any Deliverable or that the provision of Services under this Contract infringes any third party's intellectual property rights and Supplier is of the opinion that the allegations in such Claim in whole or in part are not covered by this indemnification provision, Supplier shall immediately notify VITA and the affected Authorized User(s) in writing, via certified mail, specifying to what extent Supplier believes it is obligated to defend and indemnify under the terms and conditions of this Contract. Supplier shall in such event protect the interests of the Commonwealth's Indemnified Parties and secure a continuance to permit VITA and the affected Authorized User(s) to appear and defend their interests in cooperation with Supplier as is appropriate, including any jurisdictional defenses VITA or the affected Authorized User(s) may have.

In the event of a Claim pursuant to any actual or alleged infringement or misappropriation of any third party's intellectual property rights by any of the Services or Deliverables, and in addition to all other obligations of Supplier in this Section, Supplier shall at its expense, either (a) procure for all Authorized Users the right to continue use of such infringing Services or Deliverables; or (b) replace or modify such infringing Services or Deliverables with non-infringing deliverables or services satisfactory to VITA. And in addition, Supplier shall provide any Authorized User with comparable temporary replacement deliverables and services, or reimburse VITA or any Authorized User for the reasonable costs incurred by VITA or such Authorized User in obtaining alternative deliverables and services in the event such Authorized User cannot use the affected Deliverable or benefit from the affected Services. If Supplier cannot accomplish any of the foregoing within a reasonable time and at commercially reasonable rates, then Supplier shall accept the return of the infringing Services or Deliverables, along with any other Services or Deliverables rendered unusable by any Authorized User as a result of the infringing Services or Deliverables, and refund the price paid to Supplier for such Services and Deliverables.

**B. Liability**

Supplier's liability to the Commonwealth under this Contract for breach of this Contract's confidentiality, security, or indemnification provisions shall be limited to the greater of two (2) times the value of the applicable Statement of Work or \$2,000,000. Supplier's liability to the Commonwealth under this Contract shall, for breach of this Contract by Supplier, if the breach arises from any intentional, willful, or negligent act or omission of any employee, agent, or subcontractor of Supplier or if the damages are based on bodily injury, death, or damage to real property or tangible personal property be limited to (2) two times the annual value of the Contract. The limitation shall apply on a per-incident basis, it being understood that multiple losses stemming from the same root cause constitute a single incident.

EXCEPT FOR CLAIMS COVERED BY THE ABOVE DOLLAR LIMITATION, NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES UNDER THIS CONTRACT, INCLUDING (WITHOUT LIMITATION) LOSS OF PROFIT, INCOME OR SAVINGS, EVEN IF ADVISED OF THE POSSIBILITY THEREOF.

**22. INSURANCE**

In addition to the insurance coverage required by law as specified in the URL identified in the Incorporated Contractual Provisions section of this Contract, Supplier shall carry errors and omissions insurance coverage in the amount of \$1,000,000 per occurrence.

**23. SECURITY COMPLIANCE**

Supplier agrees to comply with all provisions of the then-current Commonwealth of Virginia security procedures, published by the Virginia Information Technologies Agency (VITA) and which may be found at (<http://www.vita.virginia.gov/library/default.aspx?id=537#securityPSGs>) or a successor URL(s), as are pertinent to Supplier's operation. Supplier further agrees to comply with all provisions of the relevant Authorized User's then-current security procedures as are pertinent to Supplier's operation and which have been supplied to Supplier by such Authorized User. Supplier shall also comply with all applicable federal, state and local laws and regulations. For any individual Authorized User location, security procedures may include but not be limited to: background checks, records verification, photographing, and fingerprinting of Supplier's employees or agents. Supplier may, at any time, be required to execute and complete, for each individual Supplier employee or agent, additional forms which may include non-disclosure agreements to be signed by Supplier's employees or agents acknowledging that all Authorized User information with which such employees and agents come into contact while at the Authorized User site is confidential and proprietary. Any unauthorized release of proprietary or Personal information by the Supplier or an employee or agent of Supplier shall constitute a breach of its obligations under this Section and the Contract.

Supplier shall immediately notify VITA and Authorized User, if applicable, of any Breach of Unencrypted and Unredacted Personal Information, as those terms are defined in Virginia Code 18.2-186.6, and other personal identifying information, such as insurance data or date of birth, provided by VITA or Authorized User to Supplier. Supplier shall provide VITA the opportunity to participate in the investigation of the Breach and to exercise control over reporting the unauthorized disclosure, to the extent permitted by law.

Supplier shall indemnify, defend, and hold the Commonwealth, VITA, the Authorized User, their officers, directors, employees and agents harmless from and against any and all fines, penalties (whether criminal or civil), judgments, damages and assessments, including reasonable expenses suffered by, accrued against, or charged to or recoverable from the Commonwealth, VITA, the Authorized User, their officers, directors, agents or employees, on account of the failure of Supplier to perform its obligations pursuant this Section.

**24. BANKRUPTCY**

If Supplier becomes insolvent, takes any step leading to its cessation as an going concern, fails to pay its debts as they become due, or ceases business operations continuously for longer than fifteen (15) business days, then VITA may immediately terminate this Contract on notice to Supplier unless

Supplier immediately gives VITA adequate assurance of the future performance of this Contract. If bankruptcy proceedings are commenced with respect to Supplier, and if this Contract has not otherwise terminated, then VITA may suspend all further performance of this Contract until Supplier assumes this Contract and provides adequate assurance of performance thereof or rejects this Contract pursuant to Section 365 of the Bankruptcy Code or any similar or successor provision, it being agreed by the Parties that this is an executory contract. Any such suspension of further performance by VITA pending Supplier's assumption or rejection shall not be a breach of this Contract and shall not affect VITA's right to pursue or enforce any of its rights under this Contract or otherwise.

## **25. IMPORT/EXPORT**

In addition to compliance by Supplier with all export laws and regulations, VITA requires that any data deemed "restricted" or "sensitive" by either federal or state authorities, must only be collected, developed, analyzed, or otherwise used or obtained by persons or entities working within the boundaries of the United States.

## **26. GENERAL PROVISIONS**

### **A. Relationship Between VITA and Authorized User and Supplier**

Supplier has no authority to contract for VITA or any Authorized User or in any way to bind, to commit VITA or any Authorized User to any agreement of any kind, or to assume any liabilities of any nature in the name of or on behalf of VITA or any Authorized User. Under no circumstances shall Supplier, or any of its employees, hold itself out as or be considered an agent or an employee of VITA or any Authorized User, and neither VITA nor any Authorized User shall have any duty to provide or maintain any insurance or other employee benefits on behalf of Supplier or its employees. Supplier represents and warrants that it is an independent contractor for purposes of federal, state and local employment taxes and agrees that neither VITA nor any Authorized User is responsible to collect or withhold any federal, state or local employment taxes, including, but not limited to, income tax withholding and social security contributions, for Supplier. Any and all taxes, interest, or penalties (including but not limited to any federal, state, or local withholding or employment taxes, and any penalties related to health care or employee benefits laws) that are imposed, assessed, or levied as a result of this Contract or Services performed pursuant to this Contract shall be paid or withheld by Supplier or, if assessed against and paid by VITA or any Authorized User, shall be reimbursed by Supplier upon demand by VITA or such Authorized User.

### **B. Incorporated Contractual Provisions**

The then-current contractual provisions at the following URL are mandatory contractual provisions, required by law or by VITA, and that are hereby incorporated by reference: <http://www.vita.virginia.gov/uploadedFiles/SCM/StatutorilyMandatedTsandCs.pdf>

The contractual claims provision §2.2-4363 of the Code of Virginia and the required eVA provisions at <http://www.vita.virginia.gov/uploadedFiles/SCM/eVATsandCs.pdf> are also incorporated by reference.

The then-current terms and conditions in documents posted to the aforereferenced URLs are subject to change pursuant to action by the legislature of the Commonwealth of Virginia, change in VITA policy, or the adoption of revised eVA business requirements. If a change is made to the terms and conditions, a new effective date will be noted in the document title. Supplier is advised to check the URLs periodically.

### **C. Compliance with the Federal Lobbying Act**

Supplier's signed certification of compliance with 31 USC 1352 (entitled "Limitation on use of appropriated funds to influence certain Federal Contracting and financial transactions") or by the regulations issued from time to time there under (together, the "Lobbying Act") is incorporated as Exhibit K hereto.

**D. Governing Law**

This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia without regard to that body of law controlling choice of law. Any and all litigation shall be brought in the circuit courts of the Commonwealth of Virginia. The English language version of this Contract prevails when interpreting this Contract. The United Nations Convention on Contracts for the International Sale of Goods and all other laws and international treaties or conventions relating to the sale of goods are expressly disclaimed. UCITA shall apply to this Contract only to the extent required by §59.1-501.15 of the Code of Virginia.

**E. Dispute Resolution**

In accordance with §2.2-4363 of the Code of Virginia, Contractual claims, whether for money or other relief, shall be submitted in writing to the public body from whom the relief is sought no later than sixty (60) days after final payment; however, written notice of the Supplier's intention to file such claim must be given to such public body at the time of the occurrence or beginning of the work upon which the claim is based. Pendency of claims shall not delay payment of amounts agreed due in the final payment. The relevant public body shall render a final decision in writing within thirty (30) days after its receipt of the Supplier's written claim.

The Supplier may not invoke any available administrative procedure under §2.2-4365 of the Code of Virginia nor institute legal action prior to receipt of the decision of the relevant public body on the claim, unless that public body fails to render its decision within thirty (30) days. The decision of the relevant public body shall be final and conclusive unless the Supplier, within six (6) months of the date of the final decision on the claim, invokes appropriate action under §2.2-4364, Code of Virginia or the administrative procedure authorized by §2.2-4365, Code of Virginia.

Upon request from the public body from whom the relief is sought, Supplier agrees to submit any and all contractual disputes arising from this Contract to such public body's alternative dispute resolution (ADR) procedures, if any. Supplier may invoke such public body's ADR procedures at any time and concurrently with any other statutory remedies prescribed by the Code of Virginia.

In the event of any breach by a public body, Supplier's remedies shall be limited to claims for damages and Prompt Payment Act interest and, if available and warranted, equitable relief, all such claims to be processed pursuant to this Section. In no event shall Supplier's remedies include the right to terminate any license or support services hereunder.

**F. Advertising and Use of Proprietary Marks**

Supplier shall not use the name of VITA or any Authorized User's name or refer to VITA or any Authorized User, directly or indirectly, in any press release or formal advertisement without receiving prior written consent of VITA or such Authorized User. In no event may Supplier use a proprietary mark of VITA or an Authorized User without receiving the prior written consent of VITA or the Authorized User.

**G. Notices**

Any notice required or permitted to be given under this Contract shall be in writing and shall be deemed to have been sufficiently given if delivered in person, or if deposited in the U.S. mails, postage prepaid, for mailing by registered, certified mail, or overnight courier service addressed to:

- i). To VITA and to Supplier, if Supplier is incorporated in the Commonwealth of Virginia, to the addresses shown on the signature page.
- ii). To Supplier, if Supplier is incorporated outside the Commonwealth of Virginia, to the Registered Agent registered with the Virginia State Corporation Commission.

Pursuant to Title 13.1 of the Code of Virginia, VITA or Supplier may change its address for notice purposes by giving the other notice of such change in accordance with this Section.

Administrative contract renewals, modifications or non-claim related notices are excluded from the above requirement. Such written and/or executed contract administration actions may be processed by the assigned VITA and Supplier points of contact for this Contract and may be given in person, via U.S. mail, courier service or electronically

**H. No Waiver**

Any failure to enforce any terms of this Contract shall not constitute a waiver.

**I. Assignment**

This Contract shall be binding upon and shall inure to the benefit of the permitted successors and assigns of VITA and Supplier. Supplier may not assign, subcontract, delegate or otherwise convey this Contract or any of its rights and obligations hereunder, to any entity without the prior written consent of VITA, and any such attempted assignment or subcontracting without consent shall be void. VITA may assign this Contract to any entity, so long as the assignee agrees in writing to be bound by the all the terms and conditions of this Contract.

If any law limits the right of VITA or Supplier to prohibit assignment or nonconsensual assignments, the effective date of the assignment shall be thirty (30) days after the Supplier gives VITA prompt written notice of the assignment, signed by authorized representatives of both the Supplier and the assignee. Any payments made prior to receipt of such notification shall not be covered by this assignment.

**J. Captions**

The captions are for convenience and in no way define, limit or enlarge the scope of this Contract or any of its Sections.

**K. Severability**

Invalidity of any term of this Contract, in whole or in part, shall not affect the validity of any other term. VITA and Supplier further agree that in the event such provision is an essential part of this Contract, they shall immediately begin negotiations for a suitable replacement provision.

**L. Survival**

The provisions of this Contract regarding License, Rights to Work Products, Warranty, Confidentiality, Liability and Indemnification, and the General Provisions shall survive the expiration or termination of this Contract.

**M. Force Majeure**

No Party shall be responsible for failure to meet its obligations under this Contract if the failure arises from causes beyond the control and without the fault or negligence of the non-performing Party. If any performance date under this Contract is postponed or extended pursuant to this section for longer than thirty (30) calendar days, VITA, by written notice given during the postponement or extension, may terminate Supplier's right to render further performance after the effective date of termination without liability for that termination, and in addition an Authorized User may terminate any order or SOW affected by such postponement or delay.

**N. Remedies**

The remedies set forth in this Contract are intended to be cumulative. In addition to any specific remedy, VITA and all Authorized Users reserve any and all other remedies that may be available at law or in equity.

**O. Right to Audit**

VITA reserves the right to audit those Supplier records that relate to the Services rendered or the amounts due Supplier for such Services under this Contract. VITA's right to audit shall be limited as follows:

- i). Three (3) years from Service performance date; and
- ii). Performed at Supplier's premises, during normal business hours at mutually agreed upon times.

The Supplier shall not have the right to audit, or require to have audited, VITA or any Authorized User.

**P. Offers of Employment**

During the first twelve (12) months of the Contract, should Supplier hire an employee of an Authorized User who has substantially worked on any project covered by this Contract without

prior written consent, the Supplier shall be billed for fifty percent (50%) of the employee's annual salary in effect at the time of termination.

**Q. Contract Administration**

Supplier agrees that at all times during the term of this Contract an account executive, at Supplier's senior management level, shall be assigned and available to VITA. Supplier reserves the right to change such account executive upon reasonable advance written notice to VITA.

**R. Entire Contract**

The following Exhibits, including all subparts thereof, are attached to this Contract and are made a part of this Contract for all purposes:

- i). Exhibit A Requirements
- ii). Exhibit B Service Level Agreements (SLAs)
- iii). Exhibit C Subcontractor Services Agreement Mandatory Terms and Conditions for Subcontractor Agreements
- iv). Exhibit D Statement of Work (SOW) Template
- v). Exhibit E Change Order/Request Template
- vi). Exhibit F Job Rate Cards/ Pricing
- vii). Exhibit G Implementation Plan
- viii). Exhibit H Reserved
- ix). Exhibit I Reserved
- x). Exhibit J Reserved
- xi). Exhibit K Federal Lobbying Certificate

**S. Order of Precedence**

This Contract, its Exhibits, all orders and any prior NDA constitute the entire agreement between the Parties and supersedes any and all previous representations, understandings, discussions or agreements between VITA and Supplier as to the subject matter hereof. This Contract may only be amended by an instrument signed by VITA and Supplier. In the event of a conflict, the following order of precedents shall apply:

The Contract; Exhibit C, Subcontractor Services Agreement Mandatory Terms and Conditions for Subcontractor Agreements; Exhibit G, Implementation Plan; Exhibit B, Service Level Agreements; Exhibit F, Job Rate Cards/Pricing; Exhibit A, Requirements.

VITA and Supplier each acknowledge that it has had the opportunity to review this Contract and to obtain appropriate legal review if it so chose.

Executed as of the last date set forth below by the undersigned authorized representatives of VITA and Supplier.

(Name of Supplier)

By: James P. Cooney

(Signature)

Name: JAMES P. COONEY

(Print)

Title: Managing Director

VITA

By: Samuel A. Nixon, Jr.

(Signature)

Name: Samuel A. Nixon, Jr.

(Print)

Title: CIO

Date: \_\_\_\_\_

Address for Notice:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Attention: \_\_\_\_\_

Date: \_\_\_\_\_

Address for Notice:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Attention: Contract Administrator

**EXHIBIT A REQUIREMENTS**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN**  
**VIRGINIA INFORMATION TECHNOLOGIES AGENCY**  
**AND**  
**COMPUTER AID, INC.**

Exhibit A is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit A and the Contract, the provisions of the Contract shall control

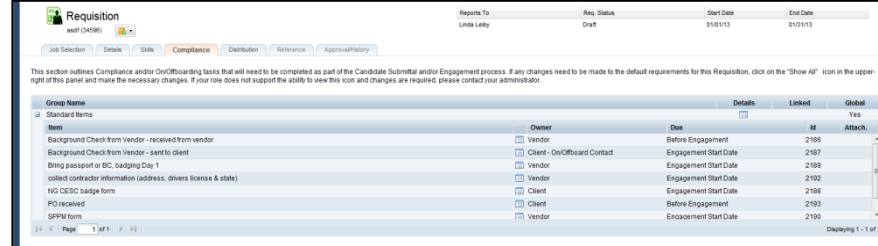
**A. A. Staff Augmentation Services**

Staff Augmentation Services			
	Requirements	A	B
1.	Does your solution support the full lifecycle solution from subcontractor enrollment in the program to continuous improvement initiatives? If yes, please describe in detail.	Y	<p>Our solution supports the full lifecycle of both hourly staff augmentation and Statement of Work (SOW) requisitions.</p> <p>Please refer to <b>Attachment A: Process Flows</b> for a complete description of both processes.</p> <p>CAI uses metrics about the process captured through the VMS tool to measure and report performance. These metrics are the basis for measuring improvement. Examples of these metrics are found in <b>Attachment B: Performance Reports</b>.</p>
2.	Is your solution a vendor neutral solution (meaning that the MSP and VMS provider will not push orders to itself or give an unfair advantage to any subcontractor in the placement of any staff augmentation order or SOW engagement)? If yes, please provide details on how you ensure that competition is available?	Y	<p>Our VMS provider, Peoplefluent, will not be a vendor in the network. No orders will be pushed to them, and they will not have the ability to win placements under this contract.</p> <p>There are situations when, we believe, allowing CAI to place contractors under this program makes good business sense. Please see <b>K. Other Value Added Services</b>, beginning on page 103, for a discussion on this proposed option.</p> <p>CAI maintains an open vendor network, and proposes to create a</p>

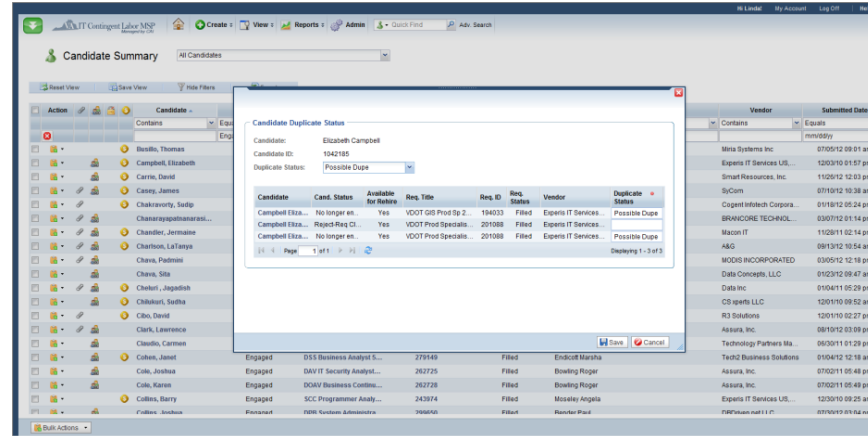
Staff Augmentation Services			
	Requirements	A	B
			<p>Tiered vendor approach, which allows all vendors who meet our onboarding criteria to participate in the network responding to the staff augmentation needs of COVA. Since there is no fee to join our networks, firms with smaller revenue streams have as much ability to participate and compete in the ITCL contract as large vendors.</p> <p>When Agency Hiring Managers review résumés within Peoplefluent, they are unable to see the name of the vendor who submitted the candidate. In addition, all candidate résumés must be submitted using the CAI standard résumé template which is available to all vendors on our vendor portal. These processes ensure that competition is fair because the hiring manager is selecting candidates based on skills and rates and not on biases regarding the vendors who submitted the resource.</p> <p>When a requirement is released to the vendor network via Peoplefluent, it is released or made available for candidate submission based on a Tiering structure. All vendors in the corresponding Tier receive the email announcing the availability of the requirement at the same time through the automated release process within Peoplefluent. All announcements regarding requirements, such as our weekly requirement status update, is delivered to all of the vendors at the same time. No vendor is given a “heads up” in order to have an advantage over another vendor.</p> <p>At the time of implementation we will work with VITA to review Virginia-specific criteria for vetting suppliers for the Virginia-specific network; based on <b>Attachment A: Process Flows</b>.</p> <p>We follow a consistent, neutral screening process for vendors; i.e., we apply the same selection criteria to all, and we use the same contract and rate card for all subcontractors. This is a critical success factor, because all vendors know they receive equal treatment. CAI maintains a contract portal for each state which contains all of the onboarding details for any vendor interested in joining the network. With this new contract, we will continue to use the portal developed for the Commonwealth, updating it with any changes resulting from the new contract. See <a href="http://www.smsa.compaid.com">www.smsa.compaid.com</a>.</p>

Staff Augmentation Services			
	Requirements	A	B
			<p>The basic criteria for entrance in the network include:</p> <ul style="list-style-type: none"> <li>■ In order to participate, the vendor must not be prohibited from doing business within the Commonwealth and as part of the onboarding, CAI checks the vendor against published vendor disbarment lists.</li> <li>■ Each vendor must sign a subcontractor agreement with CAI. In addition they must provide copies of their W-9, all required insurance certificates, and marketing literature. As part of the onboarding process, each firm signs-off on the fixed rate vendor card. Each vendor receives the same fixed rates for each of the positions listed on the rate card. This enables fair competition across the supplier base.</li> </ul> <p>CAI releases all in-process requirements to the vendor network, based on tiering methodology. Vendors have four business days to respond with candidate profiles that meet the requisition's requirements.</p> <p>CAI attempts to support fair competition by 1) coaching the Agency Managers to use the process as-is, and not name resources or companies; 2) supporting a no-contact program where vendors do not need to sell services to agencies because they can see them through the MSP, and have opportunity to bid; 3) having vendors upload résumés using the CAI template, not their own letterhead; and 4) restricting vendor's name from the requisition in Peoplefluent.</p>
3.	Does your solution facilitate the requisition process from initial composition through review/approval to subcontractor posting, selection, engagement, on-boarding, invoicing and off-boarding? If yes, please describe in detail.	Y	<p>Our solution encompasses the entire requisition process, plus consultative account management services prior to requisition entry as well as throughout the engagement, and value-added services.</p> <p>CAI has a local account management team that spends time with the agencies, VITA, and the vendor community. We work with the agencies on current and upcoming requisitions, and also on maintaining their current CAI contractors by being available for issue resolution, PO extensions and budget review, and all performance related issues. We work with the vendor community by enrolling vendors, coaching SWaM vendors, providing feedback on performance, and holding training sessions. Our Account Managers (AMs) work to fulfill requisitions by screening candidates and working through our</p>

Staff Augmentation Services			
	Requirements	A	B
			<p>Process Flow for fulfillment. Our MSP Operations team manages support activities such as PO Audit, Help Desk calls, vendor enrollment, and finalizing engagement details in Peoplefluent when an engagement is completed.</p> <p>Please refer to <b>Attachment A: Process Flows</b> for the details on how our solution facilitates the requisition process.</p> <p>Please see <b>K. Other Value Added Services</b>, beginning on page 103, for a discussion of the elements of our solution that go beyond the requisition process.</p>
4.	Does your solution provide on and off boarding services for remote locations? Describe how you provide these services for remote locations.	Y	<p>Yes. Although Richmond, VA, is the primary location for most Commonwealth IT needs, we do currently support many locations outside of Richmond. VDOT consistently has needs in its northern Virginia offices, and universities who utilize the program are often outside Richmond. Of the 397 current engagements, 47 are outside of Richmond.</p> <p>The onboarding process is similar to Richmond-based onboarding, while paying careful attention to any agency-specific background screening requirements that need to be coordinated, and providing contacts for issue escalation. CAI proposes building agency-specific onboarding/offboarding checklists that also accommodate instructions for remote activity by using the new Compliance Manager feature of Peoplefluent.</p> <p>The Peoplefluent VMS Compliance Manager module can assist with managing position-specific documentation, certifications, and onboarding/offboarding tasks. Configurable tasks can be assigned in the form of a workflow in the Compliance Manager module. Tasks that are created can have corresponding alerts, which are entirely configurable to time-based events. Dashboard analytics are also available for these tasks.</p>

Staff Augmentation Services			
	Requirements	A	B
			 <p>Figure 1: Sample Checklist Using Compliance Manager in Peoplefluent</p> <p>Note: A larger version of this screen shot is provided in <b>Attachment C: Peoplefluent VMS</b>.</p> <p>We suggest using this feature when VDOT badges expire. Currently, VDOT issues badges for a one year term, and CAI receives notification when the badge has expired. We propose populating an item within this engagement that will alert us that an action is required when the badge is about to expire.</p> <p>Currently for remote locations, the Hiring Manager will typically take lead on onboarding steps, such as badging and introduction. Should a performance issue arise, CAI will coordinate the best way to handle communications and return of equipment, in conjunction with the hiring manager, vendor, and agency security and/or human resources (HR) if needed.</p> <p>CAI will implement the Compliance Manager Functionality in order to track onboarding and offboarding tasks. The Compliance Manager configuration can replace “paper” checklists and can generate email notifications and alerts when items are due or need to be renewed.</p>
5.	Does your solution support recording and tracking by cost center, by agency and by location individual resources? If yes, please describe in detail.	Y	<p>Each requisition record includes the cost center, purchasing agency, and the work locations of individual resources. This configurability of the application allows us to track and record by cost center, agency, and location. Data is able to be filtered and reported via any organization parameter that is captured. We utilize this information in tracking, alerts to spending limits, and invoicing. We are able to produce reports with data that is specific to each agency which enables them to manage their unique business requirements. For example,</p>

Staff Augmentation Services			
	Requirements	A	B
			<p>each month we deliver a time detail report to VDOT which provides one page per engaged resource with their timesheet detail for the month. VDOT places this document in each resource's file for auditing purposes.</p> <p>Please see <b>Attachment C: Peoplefluent VMS</b> for screen shots showing fields that capture this information.</p>
6.	Does your solution support recording and tracking by budget and accounting data?	Y	<p>As part of the requisition process, we capture the cost center and budget from the Purchase Order that corresponds to the requisition. We use this information not only in invoicing, but also to:</p> <ul style="list-style-type: none"> <li>■ Monitor Purchase Order spend based on approved timesheets</li> <li>■ Limit approvals according to budget considerations or by organizational structure</li> <li>■ Send alerts when budget limitations are nearly reached, and engagement duration is nearing completion</li> <li>■ Produce reports such as Engagement Budgeted Hours by Vendor</li> <li>■ Produce Quarterly Report content</li> </ul> <p>Peoplefluent also allows a resource to track time/spend against multiple funding sources through timesheet projects. This enables an agency to monitor spend against specific accounting codes, Purchase Order line items, grant funding, etc.</p> <p>For example, VITA needed to track hours for specific projects funded under the same Purchase Order and Line Items for multiple resources. CAI added the codes provided by VITA to the timesheet projects that the resources were engaged against. The resources were able to itemize their time under these specific codes; the agency was able to review and approve the timesheets with the project code breakdown; and CAI was able to provide VITA reports which enabled them to track the spend against each individual project.</p>
7.	Does your solution support tracking service duration by individual resources between	Y	<p>Peoplefluent VMS is configured to track the tenure of specific individuals across engagements. This will allow for tracking and</p>

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	engagements? If yes, please describe in detail.		<p>reporting on Virginia tenure of individuals as well as tenure within a particular agency. The engagement history of each resource can be viewed directly within the VMS application, as shown in Figure 2.</p>  <p>Figure 2: Tenure Tracking of an Individual</p> <p>We are also able to track duration between engagements through our reporting and analytics, as shown in Figure 3.</p>

Staff Augmentation Services																																																																																																																																																										
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			<div><div>■ Candidate Length of Stay Audit Summary</div><div>Refreshed: Thursday, January 10, 2013 10:41:08 AM</div><div>Engagement Threshold (in weeks): 52 Weeks</div><div><div>Total Candidates At Risk*: 9</div><div>Total Candidates Over Threshold: 189</div><div>Avg Engt Length to Date (weeks): 89.02</div><div>Average Client Rate: \$77.75</div><div>*within 10% of threshold</div></div><div><div>Candidates Over Threshold by % Over</div><div>Candidates Over Threshold by Weeks Left</div></div><div>Candidates At Risk</div><table><thead><tr><th>Cand ID</th><th>Candidate Name</th><th>Req Title</th><th>Vendor Name</th><th>Manager Name</th><th>Client Rate</th><th>Start Date</th><th>Weeks To Date</th><th>End Date</th><th>Weeks Left</th></tr></thead><tbody><tr><td>1240917</td><td>Williams, George</td><td>VDACS Project Manager 3 - Williams</td><td>International Consulting Services LLC</td><td>Nott, Catherine A</td><td>\$80.88</td><td>17 Jan 12</td><td>51.29</td><td>16 Jan 13</td><td>1</td></tr><tr><td>1243587</td><td>Woodington, Robert</td><td>VSU Programmer 5 - Woodington</td><td>BRANCORE TECHNOLOGIES, LLC</td><td>Hayes, Stephanie</td><td>\$79.00</td><td>17 Jan 12</td><td>51.29</td><td>31 Mar 13</td><td>11.57</td></tr><tr><td>1242527</td><td>Hancock, Ruth</td><td>DOE SQL Programmer Analyst 3</td><td>Macon IT</td><td>Bryant, Matt</td><td>\$65.00</td><td>19 Jan 12</td><td>51</td><td>28 Jun 13</td><td>24.29</td></tr><tr><td>1251977</td><td>Jenkins, Kelly N</td><td>DSS Business Analyst 5 - Jenkins</td><td>Tech2 Business Solutions</td><td>Endicott, Marsha</td><td>\$84.00</td><td>23 Jan 12</td><td>50.43</td><td>30 Jun 13</td><td>24.57</td></tr><tr><td>1249897</td><td>Brown, Kathy</td><td>DOE SQL Programmer Analyst 3 - Brown</td><td>CODE X, INC.</td><td>Bryant, Matt</td><td>\$65.00</td><td>24 Jan 12</td><td>50.29</td><td>28 Jun 13</td><td>24.29</td></tr><tr><td>1250373</td><td>Chakravorty, Sudip</td><td>VITA ERP Analyst 4</td><td>Cogent Infotech Corporation</td><td>Detrick-Stewart, Melinda L</td><td>\$92.41</td><td>31 Jan 12</td><td>49.29</td><td>30 Jun 13</td><td>24.57</td></tr><tr><td>1254287</td><td>Potts, Cynthia L</td><td>VEC Prog 3 - COBOL</td><td>Comtech, LLC</td><td>McGugan, Jr., Raymond A</td><td>\$55.77</td><td>13 Feb 12</td><td>47.43</td><td>30 Jun 13</td><td>24.57</td></tr><tr><td>1255284</td><td>Wirth, Mike</td><td>DMAAS Organizational Change Mgr - Wirth</td><td>Udig Technologies, LLC</td><td>Mix, David</td><td>\$208.74</td><td>13 Feb 12</td><td>47.43</td><td>30 Sep 13</td><td>37.71</td></tr><tr><td>1257145</td><td>Yanishak, Charly</td><td>VDOT Business Analyst 5 - Sharepoint</td><td>Impact Makers, Inc.</td><td>Nahn, John</td><td>\$82.53</td><td>13 Feb 12</td><td>47.43</td><td>30 Jun 13</td><td>24.57</td></tr></tbody></table><div>Candidates Over Threshold</div><table><thead><tr><th>Cand ID</th><th>Candidate Name</th><th>Req Title</th><th>Vendor Name</th><th>Manager Name</th><th>Client Rate</th><th>Start Date</th><th>Weeks To Date</th><th>End Date</th><th>Weeks Left</th></tr></thead><tbody><tr><td>798450</td><td>Sarp, Murad</td><td>UVA System Admin/voip</td><td>ATLANTIC RESOURCE GROUP</td><td>Oliver, Rick</td><td>\$45.15</td><td>18 May 09</td><td>190.43</td><td>30 Jun 13</td><td>24.57</td></tr><tr><td>106940</td><td>Banerjee, Krish</td><td>VCE Programmer 3 - Banerjee</td><td>CODE X, INC.</td><td>LaBarbera, Sebastian</td><td>\$58.09</td><td>01 Dec 10</td><td>110.14</td><td>07 Feb 13</td><td>4.14</td></tr><tr><td>1041729</td><td>Bassett, John T</td><td>VDOT Infrastructure Sol Arch 3 - Bassett</td><td>Morton Consulting</td><td>Tauer, Pam</td><td>\$76.74</td><td>01 Dec 10</td><td>110.14</td><td>30 Jun 13</td><td>24.57</td></tr><tr><td>1040425</td><td>Bomminreddipalli, Ramakrishna</td><td>DSS Business Analyst 5 - Bomminreddipalli</td><td>Tech2 Business Solutions</td><td>Endicott, Marsha</td><td>\$84.00</td><td>01 Dec 10</td><td>110.14</td><td>30 Jun 13</td><td>24.57</td></tr></tbody></table><div>Document: VMC40 - Candidate Length of Stay Audit Summary</div><div>Refreshed By: D3680\$leibby</div><div>peoplefluent™</div><div>Page: 1 of 9</div></div>		Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left	1240917	Williams, George	VDACS Project Manager 3 - Williams	International Consulting Services LLC	Nott, Catherine A	\$80.88	17 Jan 12	51.29	16 Jan 13	1	1243587	Woodington, Robert	VSU Programmer 5 - Woodington	BRANCORE TECHNOLOGIES, LLC	Hayes, Stephanie	\$79.00	17 Jan 12	51.29	31 Mar 13	11.57	1242527	Hancock, Ruth	DOE SQL Programmer Analyst 3	Macon IT	Bryant, Matt	\$65.00	19 Jan 12	51	28 Jun 13	24.29	1251977	Jenkins, Kelly N	DSS Business Analyst 5 - Jenkins	Tech2 Business Solutions	Endicott, Marsha	\$84.00	23 Jan 12	50.43	30 Jun 13	24.57	1249897	Brown, Kathy	DOE SQL Programmer Analyst 3 - Brown	CODE X, INC.	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9.	Does your solution have the ability to electronically generate monthly invoice,	Y	CAI utilizes the integration provided via Peoplefluent VMS to download approved timesheet data into our Microsoft Dynamics financial system.																																																																																																																																																							

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	(one per customer, per resource, and per cost center), that details all charges by project and PO and by cost center?		<p>The timesheet detail is segregated by Agency, Purchase Order number, Line Item, and resource; this allows us to generate an invoice with as much detail and summarization as specified by each agency for each particular Purchase Order. These invoices can be emailed directly to any specified agency representative.</p> <p>CAI also has the ability to generate a time file that can be uploaded to an agency's financial system, if desired. Electronic timesheet/invoice files are successfully being processed in our MSP contracts with the State of Arkansas and the State of Iowa. Peoplefluent also provides integration capability to financial systems, including Ariba. If desired by the Commonwealth, the requirements for timesheet file generation will be documented during implementation and a separate project plan will be created for this process.</p>
10	Does your solution include support? If yes, do you provide 24 hours per day / 7 days a week support for your solution? (At a minimum include: Days/Hours of Coverage, Expected Resolution Thresholds, Help Desk Support Levels (Tiered), Escalation Model, and Reporting.)	Yes	<p>Your first line of support is our local account team that is dedicated to this account. During normal business hours, they can be reached for support on the contract, tool, and other MSP-related questions.</p> <p>CAI's MSP Operations administrators provide Level 1 support for any help desk calls, logging and tracking issues, and questions from both Virginia and vendor users. Having provided support under all of our MSP contracts, they have extensive expertise in all procedures related to these contracts.</p> <p>They are able to answer general questions on how to utilize the contract, but escalate to the local AMs 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, vendor, and candidate perspectives. They are capable of providing <i>ad hoc</i> training over the phone when needed, i.e., talking to the user and walking him/her through a process. Some common help desk requests are:</p> <ul style="list-style-type: none"> <li>■ Password resets</li> <li>■ Timesheet corrections</li> <li>■ Guidance on entering requisitions</li> <li>■ Addressing Peoplefluent VMS problems</li> </ul>

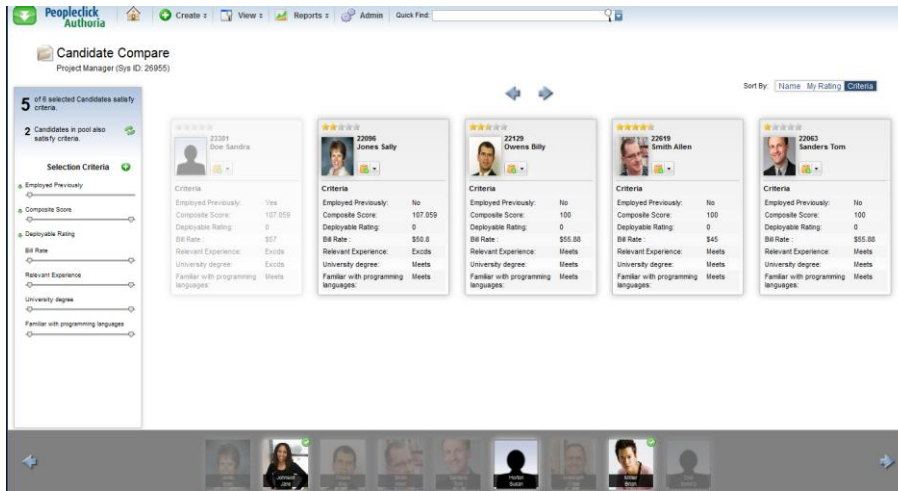
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			<ul style="list-style-type: none"> <li>■ Responding to report requests</li> <li>■ Completing user setups</li> <li>■ Providing training</li> </ul> <p>Access to the Help Desk is available 24x7. CAI provides unlimited support calls to our MSP Help Desk. CAI provides live help desk support 8:00 a.m. to 5:00 p.m. We will continue to utilize the phone numbers established under our current contract. Our MSP Program Office help desk utilizes a toll free number (800-635-5138) and a local Virginia number (804-288-4246) as well as a dedicated email address (<a href="mailto:VAITCL_Help@compaid.com">VAITCL_Help@compaid.com</a>) and fax (804-288-4358). In addition, our CAI Account Management team is available via local Virginia telephone numbers. All of these means of communication are available to the user community so that CAI can assist with every aspect of the procurement lifecycle.</p> <p>During normal business hours, the question/issue will be received by our Level 1 support team who will log and classify the issue within our issue tracking system. Level 1 will either address the issue/question themselves or escalate to Level 2 support. Outside of normal business hours for critical issues, the requestor will be directed to Level 2 support (CAI) or Level 3 (Peoplefluent). The CAI MSP help desk also has the VMS provider help desk at its disposal for assistance with issues and questions regarding the tool itself.</p> <p>CAI utilizes a help desk call tracking system called MSP Service Desk. Using it, we can report on types of calls, escalated calls, and issues with this system.</p>
11	Can you provided a detailed workflow map of the end-user steps necessary to submit a request, receive acknowledgement, review resumes, select candidate, monitor time reporting, and request monthly/weekly business report? If so please include a copy.	Y	We have provided a detailed workflow in <b>Attachment A: Process Flows</b> .
12	Will you arrange for a pre-employment national, regional and local background	Y	Yes, CAI's account management team works with the agencies to document the background check requirements for each position and

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	check for each resource that will have access to Commonwealth work tasks, facilities, systems or operations either through on-site access or through remote access? If yes, please describe the process.		<p>uses the VMS tool to track the corresponding documents and credentials for each resource and engagement.</p> <p>The national, regional, and local background check is required by the Commonwealth and reveals any prior convictions for a resource. It is our experience that many agencies require customized background screening criteria, so we work with each agency to clarify what comprises passing criteria. Background checks are performed after selection, but before engagement.</p> <p>Enrolled vendors will be required to use eVerify to validate the eligibility for engagement for each of the resources selected for engagement.</p> <p>Our vendors are contractually bound to complete background screenings on their resources including a check with eVerify, and sending the results to the CAI AM for review. The background results are securely stored, but easily accessible by the hiring manager through Peoplefluent, and can be stored with the resource's information within Peoplefluent, if desired.</p> <p>Onboarding does not normally continue if the background check report is missing. Contained within our onboarding process is the validation of the completed background checks and any other required checks.</p> <p>We customize background checks by agency requirement, while still making sure compliance with the Program is met. An example of customized background check is at VDOT. Once a candidate is identified, our AM emails VDOT's designated security team that manages the fingerprinting and copying the vendor, as an introduction of the candidate that will begin work. The email contains important start information (location, date). A date is scheduled to have the candidate fingerprinted, and the candidate must arrive with a check for \$37 to complete the transaction. CAI is contacted for resolution if issues arise during any step.</p>
13	Do you have experience conducting background checks? If yes, please describe.	Y	In our current process, standard background screening is performed by the vendor prior to a candidate being able to begin an engagement, and includes a national criminal background check (covering felonies, misdemeanors, and the sex offender registry). This is the standard baseline qualification to begin assignment under the program. Certain

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			<p>agencies require varied background screenings, and CAI works with the agency to meet these guidelines. Examples are VDOT, SCC, TAX, the Governor's office, agencies near the Governor's complex, and VSP.</p> <p>As a company, CAI has experience conducting background checks as CAI's Human Resources department performs background checks on all employees, utilizing e-Verify.</p>
14	Does your solution include providing written confirmation that the background checks have been conducted prior to the on-boarding of any resource?	Y	<p>As part of contractor onboarding procedures, CAI requests a national criminal background check be provided by the vendor prior to a candidate being able to begin an engagement. The vendor submits a copy of this background check for validation to the CAI AM. 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.</p> <p>Through Peoplefluent's Compliance Manager functionality, we are also able to flag the background check information on the engagement details by marking it as complete along with the date of completion.</p> <p>Some agencies require written confirmation (ex. VITA) and CAI submits a signed document as part of onboarding.</p>
15	Certain public bodies may have additional background or security checks required before entry to government buildings or access to information is granted. Does your solution including arranging for additional background or security checks based on individual customer requirements? If yes, please describe how they will be provided.	Y	<p>Yes, CAI will utilize agency-specific onboarding checklists. In this case, the checklist will include the appropriate background checks and notification prior to access being granted. Again, CAI will require the vendor to provide the required background and/or security checks. The vendor will submit them; CAI will verify/review, and then notify the hiring agency.</p> <p>CAI will implement the Compliance Manager Functionality in order to track onboarding and offboarding tasks. The Compliance Manager configuration can replace "paper" checklists and can generate email notifications and alerts when items are due or need to be renewed.</p>
16	Does your solution include periodically refreshing the job titles to reflect changes in the demand for services? If yes, please describe.	Y	<p>CAI performs a salary survey on all contract job titles every six months. We review the data returned, as it matches up to our contract delivery and needs, and report on our findings during our Quarterly Reviews. In addition, if we find that an additional job title is needed to fulfill agency needs, or that a particular job title is not utilized at all, we will make</p>

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			<p>recommendations for modification of the contract job titles.</p> <p>Please refer to <b>Attachment B: Performance Reports</b> to see an example of a Quarterly Report that includes the results of a periodic job title/salary review.</p>
17	Does your solution provide all job titles and levels as defined in Attachment 1 (Found in Exhibit F, Attachment 1 of the Contract)?	Y	CAI provides all job titles and levels as defined in <i>Attachment 1</i> to the Request for Proposal (RFP). Our solution is flexible and we can modify the in-scope job titles and levels within our implementation period, if necessary.
18	Does your solution include tracking and reporting on the performance of staff augmentation resources? If yes, please describe in detail.	Y	<p>Within five days of the start of a selected candidate, CAI will check with the Agency Hiring Manager to perform the first assessment of the resource's work quality. We understand that even these early performance checks serve as a quality measure to successful engagement.</p> <p>Our performance survey is auto-generated through Peoplefluent, and can be configured to accommodate varied scheduling. Currently we send 30-day and end-of-engagement surveys to the hiring manager.</p> <p>When a contracted resource's engagement is completed, the Hiring Manager is prompted to complete the final evaluation of the candidate's performance within the VMS tool. The tool has a survey function that allows managers to do an electronic evaluation of the individual contingent staff.</p> <p>This survey allows both ranked (numerical) responses as well as free-form text. This enables us to accumulate statistics relatively easily, while also allowing for textual input. Our AMs read all comments, as well as the compiled results. Our focus is on using the surveys to improve both our performance as the MSP and, where appropriate, the performance of the individual staff and vendors.</p> <p>It is possible to flag an individual as "not to be re-hired," if directed by Virginia. When candidates are submitted by suppliers, this flag will appear on the individual's information and our AMs will not pursue this candidate for engagement with the Commonwealth. This information is retained and is reported upon as part of our status reports.</p>

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19	Does your solution include the ability to customize job descriptions? If yes, please describe in detail.	Y	<p>The ability to add skills specific to each particular Agency requirement is critical functionality needed within VMS in order to ensure the resource selected for the engagement is able to meet the needs for that particular opening. The Peoplefluent VMS application provides several ways to customize each individual job description.</p> <p>The Requisition entered by the Agency Hiring Manager has three sections for describing the required experience and skills of candidates. They are: Short Description, Long Description, and Required Skills.</p> <p>When the Agency Hiring Manager begins a Requisition, he/she chooses a job title from the State's list of job titles. The template serves as the starting point from which the Hiring Manager can add, delete, or edit descriptive information. CAI builds these templates during Transition/Implementation. The hiring manager then builds upon the pre-populated information to create a requisition which has the detailed skills required for a resource to successfully fill the opening, such as "5 years of JAVA EE required," "Experience with Weblogic 10 highly desired," etc. These customized job descriptions then become the basis for the candidate screening and selection of the best resource.</p>
20	Does your solution include candidate ranking? If yes, please describe the methodologies utilized.	Y	<p>Peoplefluent VMS supports candidate ranking and compare functionality (see Figure 4). Candidate compare expands candidate screening and reviews well beyond deployable ratings and composite scores. Candidates are reviewed side by side initially using the default criteria, or each reviewer can apply their own set of criteria. Available review criteria are based on overall configuration and can vary based on requisition settings.</p> <p>Candidates can be compared/ranked using individual required/desired skills, composite scores, configured rates, global skills, previous client employment indicators, screening indicators, vendor, and My Star Rating. My Star Rating is a new rating applied via Candidate Compare that is visible only to the logged-in user. It is a way to rate the candidate by using stars. It can also signify the candidate has been properly reviewed.</p> <p>The CAI AM can use this candidate ranking/comparison when determining the best three to five candidates to forward to the Agency</p>


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			<p>Hiring Manager. The Agency Hiring Manager, in turn, can also use this functionality to compare the candidates forwarded to him/her.</p>  <p>Figure 4: Side-by-Side Comparison of Candidates</p> <p>Note: A larger version of this image can be found in <b>Attachment C: Peoplefluent VMS</b>.</p>
21	Does your solution provide automation of the interview process? If yes, please describe in detail.	Y	<p>For sourcing and engaging contingent workers, Peoplefluent VMS does offer interview scheduling capabilities. Peoplefluent VMS utilizes an internal scheduling component. Depending on the client's configuration, clients will use one of two types of interview scheduling:</p> <ul style="list-style-type: none"> <li>■ Request an interview through candidate comments. The supplier will input their response to the interview request in the text box. CAI will be notified of this interview request through an automated email. CAI then contacts the vendor and works to coordinate the interview which can be done via phone, in person, or via a web interview.</li> <li>■ Schedule an interview through the advanced interview scheduling tool. This tool allows users to provide more details and track history when managing interviews.</li> </ul>

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			<p>Suppliers will select candidates identified for interviews, and then simply choose whether to accept or reject the interview option.</p> <p>Throughout the interview process, the CAI AM provides feedback regarding the interview to the vendors, and then moves to take next steps.</p>
22	Does your solution provide business rule flexibility unique to individual customer need? If yes, please describe.	Y	<p>The Peoplefluent VMS workflow is configurable by clients. The application workflow configuration is modeled on our experience and best practices obtained over many years of implementing the system. It therefore looks to enforce the optimum workflow, or slight variations of, that each individual agency can use.</p> <p>Workflow tasks such as requisition approval workflows, reporting metrics, and invoicing can be configured to each agency's specific needs. For example, VITA must approve each requisition which falls under the Exception category. We will configure the approval workflow so these requirements are routed for approval within Peoplefluent.</p> <p>Through the use of Peoplefluent's Compliance Manager, we are able to configure onboarding and offboarding workflow tasks specific to each unique requisition.</p> <p>Peoplefluent VMS also supports a full range of email notifications and actions based on configurable workflow events in the process. Users receive informative notices of actions and directions on what to do next. Secure hot links within the notifications bring the user directly to the page requiring action.</p>
23	Does your solution ensure that a resource will not begin work until they have successfully passed the required background checks? If yes, please explain.	Y	<p>As part of contractor onboarding procedures, CAI requests a national criminal background check be provided by the vendor prior to a candidate being able to begin an engagement. The vendor submits a copy of this background check for validation. 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. A contractor is not able to begin assignment until all onboarding steps have been completed, and CAI approves the acceptable start date. The Compliance Manager functionality actually prohibits engaging a</p>

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			candidate if a background check is a required onboarding item.

Figure 5: Section 5 Responses to Staff Augmentation Services

**B. B. Statement of Work Services**

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1.	Does your solution support the full lifecycle solution from subcontractor enrollment in the program to continuous improvement initiatives? If yes, please describe in detail.	Y	<p>Our solution supports the full lifecycle solution SOW Services, from subcontractor enrollment in the program to continuous improvement initiatives. Not only does our solution support SOWs, CAI has been providing SOW services to the Commonwealth since January 2010. We offer a mature SOW program with fully documented workflows and processes.</p>  <p>Figure 6: The SOW Requisition Process</p> <p>The SOW process includes the following phases:</p> <ul style="list-style-type: none"> <li>■ Service Requests, when the Authorized User (requestor/Agency) recognizes the need for IT services beyond staff augmentation, and, after determining the procurement method, works with the CAI AM to prepare the Statement of Requirements (SOR) document.</li> <li>■ Requisition Review, when the SOR is reviewed and entered into Peoplefluent as an SOW requisition.</li> </ul>

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			<ul style="list-style-type: none"> <li>■ Release Requisition, when the SOW requisition is released to the network of vendors who have been prequalified to respond to the designated specialty area. This includes the bid preparation time when CAI assists in responding to bidders' questions, and hosts and facilitates pre-bid conference calls, if desired.</li> <li>■ SOW Submission, as the participating vendors submit their responses to the SOW requisition, they enter milestones, deliverables, and pricing into Peoplefluent.</li> <li>■ SOW Review, when Authorized Users review the submissions and determine the best solution, negotiating with the vendors if necessary.</li> <li>■ Award Decision, once the vendor and Authorized User have an agreed upon SOW and pricing, the revisions are entered into Peoplefluent, and the CAI AM works with the vendor to ensure that the SOW and Peoplefluent records are accurate and complete. The CAI AM notifies all bidders of the award decision.</li> <li>■ Engagement, when participants follow a defined process to engage the project, including background checks, access to buildings and systems, and staffing processes. Beginning with this new program, CAI will participate in an engagement kickoff meeting for each project. In this meeting, CAI will review the following: <ul style="list-style-type: none"> <li>■ requirements for project communication and status reporting</li> <li>■ agency points of contact for contract administration, project management, and deliverable signoff</li> <li>■ agency and CAI process and requirements for deliverable submissions, reviews, and signoff</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>■ resource planning issues and agency/CAI requirements for notification and approval of project resource changes</li> <li>■ CAI's role in project oversight</li> <li>■ Process for initiation and processing of Change Requests</li> <li>■ Resource onboarding requirements/background checks</li> </ul> <p>■ Project, when work begins on the project, and continues as deliverables are completed, approved, and paid. If changes to milestones are needed, the Change Request Process is followed.</p> <p>■ Finalization, when the project is closed out, final approvals and payments are made, and a defined process is followed for offboarding project team members. The CAI AM finalizes and closes out the project in Peoplefluent, while the Authorized User closes the PO.</p> <p>CAI plans to implement the Compliance Manager Functionality in order to track onboarding and offboarding tasks. The Compliance Manager configuration can replace "paper" checklists and can generate email notifications and alerts when items are due or need to be renewed.</p> <p>Please refer to <b>Attachment A: Process Flows</b> for a complete description of both processes.</p> <p>CAI uses metrics about the process captured through the VMS tool to measure and report on SOW program performance. These metrics include:</p> <ul style="list-style-type: none"> <li>■ Bidding cycle: SOR release date to vendor proposal response deadline</li> <li>■ Decision cycle: Vendor response deadline to project engagement</li> <li>■ Full engagement cycle: SOR release date to project</li> </ul>

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			<p>initiation</p> <ul style="list-style-type: none"> <li>■ Agency payment cycle: agency payment to CAI</li> <li>■ CAI payment cycle: CAI payment to subcontractors</li> </ul> <p>In addition, CAI captures program and vendor feedback from agency SOW users via a Customer Satisfaction Survey that is completed at the conclusion of every project.</p> <p>These metrics and customer feedback are the basis for measuring performance and driving continuous improvement initiatives.</p> <p>Examples of these metrics are found in <b>Attachment C: Peoplefluent VMS</b> and in <b>Attachment D: Sample Reports</b>.</p>
2.	Is your solution a vendor neutral solution (meaning that the MSP and VMS provider will not push orders to itself or give an unfair advantage to any subcontractor in the placement of any staff augmentation order or SOW engagement)? If yes, please provide details on how you ensure that competition is available?	Y	<p>Our VMS provider, Peoplefluent, will not be a vendor in the network. No orders will be pushed to them, and they will not have the ability to win SOWs under this contract.</p> <p>There are situations when, we believe, allowing CAI to respond to SOWs under this program makes good business sense. Please see <b>K. Other Value Added Services</b>, beginning on page 103, for a discussion on this proposed option.</p> <p>CAI's solution is vendor neutral for both staff augmentation and SOW services. CAI manages a network of vendors who serve as our subcontractors and participate in the program by responding to the staff augmentation and SOW needs of COVA.</p> <p>CAI uses a rigorous qualification process for vetting firms who wish to enroll in the SOW portion of the program. Our quality control process makes sure that firms have the capability and experience in successfully executing against fixed price deliverable contracts. We propose to follow the process in place now, allowing for some modification during implementation to tighten entrance criteria, as desired by VITA.</p> <p>We follow a consistent and objective qualification process for vendors. All vendors complete the same qualification questionnaire and are required to provide the same level of supporting documentation (i.e., financial statements, D&amp;B report, insurance docs, etc.). We apply the</p>

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			<p>same qualification criteria to all, and we use the same contract for all approved SOW subcontractors. This is a critical success factor, because all vendors know they receive equal treatment.</p> <p>Once a vendor has joined the SOW network, they are invited to respond to all SOW requisitions corresponding to the IT specialty areas and tiers for which they qualify. Each vendor receives notification of the release of the SOW requisition at the same time; no one is given a "heads up." If an agency requests the services of a specific vendor, they must complete the ITCL Exception form to justify this request. This exception process is extremely important as it ensures that vendors are truly receiving a fair chance on all SOW opportunities that are released for competition.</p> <p>To ensure coverage for COVA across multiple IT areas, CAI's SOW vendor network includes companies providing services across a wide range of IT specialty areas. CAI performs regular reviews of vendor performance and response rates with the Commonwealth to ensure the network is sufficient to meet COVA's needs. CAI also ensures SWaM vendors are represented for each of the Project Categories to ensure the Commonwealth can meet their SWaM goals for SOW work.</p> <p>For SOW opportunities, CAI requests that vendors reply to as many SOWs as possible within the categories that they are approved to bid. CAI forwards <u>all</u> compliant SOW responses to the agency, further ensuring vendor neutrality. The agency makes the award decision based on their determination of "best solution."</p>
3.	Does your solution support statement of work fixed price agreements? If yes, please describe.	Y	<p>CAI has over two years of experience delivering fixed price SOW engagements through the MSP process for Virginia. As detailed earlier, our SOW process fully supports fixed price engagements. Our SOR and SOW templates are written with the expressed goal of helping the agencies define scope, and the templates include required definition of fixed price milestones and deliverables. Our VMS system readily supports fixed price engagements via submission and approval of fixed price deliverables, and via milestone-based reporting and invoicing. CAI itself has 25+ years of experience providing fixed price IT engagements, and both our corporate and local account management teams have a firm understanding of the specific</p>

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			challenges of delivering and managing fixed bid work. This knowledge allows us to offer many value-added services to the Commonwealth.
4.	Does your solution include any other type of Statement of Work based engagements? If yes, please describe.	Y	Beyond supporting Fixed Price engagements on an SOW, Peoplefluent VMS also supports the ability to manage/track the resources that are working on the project. This allows for T&M or T&M-with-a-cap SOW pricing. Resources can be managed for various reasons: 1) compliance, 2) reporting on hours worked but not actually invoicing those hours, or 3) invoicing based on timesheets and expenses approved in the system.
5.	Does your solution include SOW subcontractor qualification, enrollment and maintenance? If yes, please describe.	Y	<p>As part of the current VA ITCL contract, CAI developed an in-depth vendor qualification process to determine which firms can be relied upon to successfully complete SOW projects through the contract. CAI follows these steps to qualify vendors:</p> <ul style="list-style-type: none"> <li>■ We developed a standardized Request for Information (RFI) to gather company information, financial information, personnel details, and firm experience from any vendor wishing to qualify for the SOW vendor network.</li> <li>■ The questionnaire provides a fair and objective evaluation process in which all vendors are given equal consideration.</li> <li>■ Responses are reviewed and evaluated by CAI's team of senior level project managers, legal staff, and accounting management. Firms are scored on the four criteria.</li> <li>■ CAI developed a tiering structure based on the firms' project experience and financial capacity. Tier 1 firms are pre-qualified to bid SOWs with estimated budgets up to \$300K, Tier 2 firms are pre-qualified to bid up to \$800K, and Tier 3 firms are pre-qualified to bid on SOWs with an estimated value of up to \$2M.</li> <li>■ The vendor network is reviewed at least twice annually, and CAI holds open enrollment periods at least once annually. CAI maintains performance metrics on suppliers</li> </ul>

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			<p>and reports them to VITA on a quarterly basis.</p> <p>Additional qualification criteria for approved SOW vendors includes:</p> <ul style="list-style-type: none"> <li>■ In order to participate, the vendor must not be prohibited from doing business within the Commonwealth and as part of the onboarding, CAI checks the vendor against published vendor disbarment lists.</li> <li>■ Each vendor must sign a subcontractor agreement with CAI. In addition they must provide copies of their W-9, all required insurance certificates, and marketing literature.</li> </ul> <p>Additional details on this process, including the questionnaire used in evaluating SOW vendors, are presented in <b>Attachment A: Process Flows</b>.</p>
6.	Does your solution offer Statement of Requirements (SOR) templates? If yes, please describe your process for creating and maintaining the templates.	Y	<p>Yes, our solution provides both an SOR and an SOW template; both are currently in use for the VA ITCL contract. The SOR document is used by the agencies to define and document their project needs. The SOW template is conversely used by the vendors in documenting their solution and responding to requirements. CAI built these templates based on our firm's 30+ years experience in information technology.</p> <p>In our first two years delivering SOW services to the Commonwealth, it became increasingly evident that the agency users were challenged in providing the required level of detailed scope for fixed price work. While we believe the current SOR template includes the appropriate topic areas, the template contains free form sections that give the agency wide latitudes in providing the requested information. In an effort to provide better tools to agency users, we will make the recommended changes to the SOR template to include more specific questions, checkboxes, and/or drop down menus aimed at defining scope at a more detailed level. We recommend adding a new template addendum required specifically for application development projects which ensures even greater scope detail.</p> <p>We have provided the following list of potential template modifications only as examples meant to illustrate the types of detailed questions that will be added. We recommend working with agency users (specifically VDOT) and VITA in developing a revised SOR template and</p>

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			<p>corresponding SOW template during Phase 2 Implementation.</p> <p><u>Project History and Business Need:</u> Add specific questions to this section of the template to better define the project goals.</p> <ul style="list-style-type: none"> <li>■ What led the agency to this need?</li> <li>■ What does the agency hope to accomplish as a result of this project? Are there specific performance expectations or requirements?</li> <li>■ Describe the current technical infrastructure that is relevant to this project.</li> <li>■ Does this SOW represent a small project within a larger agency project? If so, are there schedule and/or other dependencies?</li> <li>■ Are there other project or third party contingencies that need to be considered?</li> <li>■ How will the agency determine project success?</li> </ul> <p><u>Project Management and Organizational Structure:</u> Add questions to this section of the SOR requesting agency to better determine project management responsibilities.</p> <ul style="list-style-type: none"> <li>■ Provide specific persons responsible for the following agency obligations: <ul style="list-style-type: none"> <li>■ Project management</li> <li>■ Contract administration</li> <li>■ Deliverable reviews and signoff</li> <li>■ Infrastructure support (if applicable)</li> </ul> </li> </ul> <p><u>Scope of Work:</u> Ensure better definition of scope by providing a more detailed outline in this section of the SOR. Drill down in this section by asking users to break out delivery areas and provide more specific details on required tasks, deliverables, and acceptance criteria. Recommended outline:</p> <ul style="list-style-type: none"> <li>■ Scope Overview</li> </ul>

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			<ul style="list-style-type: none"> <li>■ Scope Detail by Task <ul style="list-style-type: none"> <li>■ Task objective</li> <li>■ Specific activities required by Supplier</li> <li>■ Agency role/obligations in accomplishing this task</li> <li>■ Required deliverables for this task</li> <li>■ Acceptance criteria for each required deliverable</li> </ul> </li> <li>■ What project tasks are NOT included in the Supplier's scope of work?</li> </ul> <p><u>Project Schedule:</u> Add questions to this section of the SOR to further define project schedule.</p> <ul style="list-style-type: none"> <li>■ Is there a clear understanding of the project timeline or is the provided schedule just an agency estimate? If the latter, can the Supplier propose an alternate delivery schedule?</li> <li>■ What are the consequences if the dates you've provided aren't met?</li> <li>■ What is the agency's role in meeting those dates?</li> </ul> <p><u>Training and Knowledge Transfer:</u> Add questions to this section of the SOR to better define the training and knowledge transfer requirements.</p> <ul style="list-style-type: none"> <li>■ Will the Supplier be required to provide formal training? If so, provide details relating to the following: <ul style="list-style-type: none"> <li>■ Does the agency require classroom or web training?</li> <li>■ Define the number of training sessions.</li> <li>■ Define the number of training participants.</li> <li>■ Define the specific training deliverables and acceptance criteria.</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>Are there any other requirements for knowledge transfer?</li> </ul> <p><u>Application Development SOR Addendum:</u> This addendum to the SOR will be required for all application development projects and will include questions relating to each phase of the development lifecycle.</p> <p><u>Requirements/Design</u></p> <ul style="list-style-type: none"> <li>Are the functional requirements fully defined and documented?</li> <li>If not, what assumptions should the Supplier make about the level of effort required to complete the requirements?</li> <li>Are there resources within the business who will be responsible for working with the Supplier to determine requirements? If so, explain. Will these resources be readily available for meetings?</li> <li>Are the technical requirements/design fully defined and documented?</li> <li>What specific requirements and design documents will the agency require as deliverables? What are the acceptance criteria for each of these documents (i.e., specific formats or agency templates that must be used)?</li> </ul> <p><u>Development</u></p> <ul style="list-style-type: none"> <li>Will Supplier development occur onsite within agency environment or offsite in Supplier's own development environment?</li> <li>Will Supplier be required to follow any specific development methodologies or processes? If so, explain.</li> <li>If code is developed in Supplier's environment, what are the requirements/processes to migrate code into the agency's environment?</li> <li>Are there any contingencies for Northrup Grumman</li> </ul>

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			<p>responsibilities that need to be taken into consideration? If so, explain impact on process and/or timeframes.</p> <ul style="list-style-type: none"> <li>■ Outside of the code delivery, what other deliverables will be required for this phase? Provide list of deliverables and acceptance criteria for each.</li> </ul> <p><u>Testing</u></p> <ul style="list-style-type: none"> <li>■ Does the project require testing at varying phases or only prior to implementation? Explain.</li> <li>■ Is system testing required? Define agency and Supplier responsibilities. What are the specific deliverables and acceptance criteria?</li> <li>■ Is integration testing required? Define agency and Supplier responsibilities. What are the specific deliverables and acceptance criteria?</li> <li>■ Is performance testing required? Define agency and Supplier responsibilities. What are the specific deliverables and acceptance criteria?</li> <li>■ Is user acceptance testing required? Define agency and supplier responsibilities: <ul style="list-style-type: none"> <li>■ Who will develop the test plan and test scripts? If Supplier, define specific formats required and/or other acceptance criteria.</li> <li>■ Will more than one round of UAT be required? If so, explain.</li> <li>■ What agency users will be involved in conducting UAT? Are there any special considerations for scheduling these resources?</li> <li>■ Are there specific requirements for UAT session timeframes?</li> </ul> </li> </ul>
7.	Does your solution include providing ongoing assistance to customers	Y	CAI's SOW solution includes a deep hands-on approach to working with agency users. CAI's AMs heavily assist customers throughout the

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	<p>completing the SOR? If yes, please describe.</p>		<p>entire SOW lifecycle, including:</p> <ul style="list-style-type: none"> <li>■ Conduct meetings and/or calls with new agency users for program introduction.</li> <li>■ Provide coaching on SOW process and use of contract/contractual obligations.</li> <li>■ Prior to developing the SOR, work with the customer in determining whether a staff augmentation or SOW requisition is warranted to meet the customer's needs.</li> <li>■ Work with agency in completing the SOR template to ensure completeness and accurate statement of requirements. This historically has included multiple discussions, CAI's redlining of the SOR document, and assistance writing the document if necessary. This requires CAI's educating/coaching on scope definition, agency vs. vendor obligations, contractual issues, etc.</li> <li>■ Guide agency/make recommendations for use of pre-bid conference calls, vendor orals, or negotiations.</li> <li>■ Conduct regular and proactive check-ins with agency users on project updates and overall program satisfaction.</li> <li>■ CAI's Help Desk is available to assist with the use of Peoplefluent as well.</li> </ul> <p style="text-align: right;">(i) The following provides additional information relating to our AM's high level of support to both agency customers and SOW vendors throughout the phases of an SOW requisition.</p> <p style="text-align: right;">(ii) Inception Phase</p> <ul style="list-style-type: none"> <li>■ Work with agencies to create the SOW requisition in Peoplefluent.</li> </ul>

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			<ul style="list-style-type: none"> <li>■ Make necessary changes in Peoplefluent, then approve/release the SOR to vendors in the appropriate Tier.</li> </ul> <p style="text-align: right;">(iii) Bidding Phase</p> <ul style="list-style-type: none"> <li>■ Address general SOW questions from vendors.</li> <li>■ Compile formal questions from vendors and forward them to the agency for response and/or further discussion.</li> <li>■ Post Q&amp;A documents in Peoplefluent.</li> <li>■ Host and facilitate pre-bid conference calls.</li> <li>■ Communicate requisition updates and/or changes to vendors via email.</li> <li>■ cursory review of all SOW responses; provide coaching as necessary to vendors who aren't using the template correctly or have failed to represent a clearly documented solution.</li> <li>■ Send award notifications to all responding vendors via email.</li> <li>■ Provide post-award feedback to losing vendors.</li> </ul> <p style="text-align: right;">(iv) Engagement Phase</p> <ul style="list-style-type: none"> <li>■ Review the winning SOW for: <ul style="list-style-type: none"> <li>■ contractual issues</li> <li>■ scope issues (reviewing from both the agency and the vendor perspectives)</li> </ul> </li> <li>■ Reach out to the agency to discuss any concerns or to clarify their intentions.</li> <li>■ Hold conference calls with vendors to discuss issues and/or changes, or redline the document and send it back for review and discussion.</li> </ul>

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			<ul style="list-style-type: none"> <li>■ Upload redline and final versions into Peoplefluent and notify the agency for final review and acceptance.</li> <li>■ Execution of SOW documents (same process for SOWs and Change Requests): <ul style="list-style-type: none"> <li>■ Execute the SOW with the agency (requires frequent communication between the agency and the MSP team)</li> <li>■ Execute Cover Letter with vendor (via email)</li> </ul> </li> <li>■ Coordinate and complete background checks with vendor as necessary (liaison with VDOT Security Office). <div style="text-align: right;">(v) Project Phase (Contract Administration)</div> </li> <li>■ Maintain ongoing contact with engaged vendors to check on project status, issues, and concerns.</li> <li>■ Address concerns/problem solve/escalate with agencies as required.</li> <li>■ Milestone tracking reports; monitoring deliverables.</li> <li>■ Advise/coach agencies and vendors re: when change requests are needed.</li> <li>■ Redline or write Change Requests to ensure contractual issues are covered and scope issues are clear.</li> <li>■ Execute Change Requests with Agencies and Vendors.</li> <li>■ Contact agencies for required PO changes.</li> <li>■ Track all Change Requests on the master spreadsheet; report to VITA on 1<sup>st</sup> of each month.</li> <li>■ SOW Terminations: advise on contractual obligations related to terminations, negotiate price changes related to terminations.</li> </ul>

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			<ul style="list-style-type: none"> <li>■ Track agency deliverable approvals in PF and follow up as necessary.</li> <li>■ Email Customer Satisfaction Surveys to agencies at the closure of every SOW.</li> <li>■ Add survey information to the CAI's master repository of survey data.</li> <li>■ Track sent surveys for receipt/following up as necessary.</li> <li>■ Record scores on master spreadsheet upon receipt of completed survey.</li> </ul>
8.	Does your solution include tracking customer acceptance of SOW deliverables and Milestones? If yes, describe in detail.	Y	<p>As the project progresses, the vendor will complete milestone deliverables and expect payment. After completing the deliverable for a milestone, the vendor will mark the milestone completed within Peoplefluent. Although this is most likely known, this officially notifies the Customer that the vendor believes the milestone deliverable has been completed. If the Customer agrees and approves the milestone deliverable(s), he/she marks the milestone 'Approved' in Peoplefluent.</p> <p>The approval of a milestone in Peoplefluent initiates the payment tasks. A Peoplefluent Report produces the data for CAI to produce the invoice to the Customer. Peoplefluent also notifies the vendor that the milestone has been approved, and the vendor invoices CAI for their milestone payment, per the milestone payment schedule submitted and accepted with the SOW response.</p> <p>Invoices are paid and work continues until all the milestones have been completed. When the vendor believes that the entire project is completed, the Project Complete (final milestone) is marked complete. When the Customer approves the Project Complete milestone, the process for final invoicing including holdback, if any, is initiated. This also initiates the project closeout process within Peoplefluent.</p> <p>Business Objects reporting is also used to track the status of milestones. These milestone reports are delivered to VITA and to individual agencies so they can monitor the deliverables.</p> <p>The process flow for these tasks is presented in <b>Attachment A:</b></p>

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			Process Flows.
9.	Does your solution track subcontractor performance under the SOW including meeting milestones, deliverables and customer satisfaction?	Y	<p>Vendor performance is reported through a series of performance reports via the Peoplefluent VMS Business Intelligence Platform, which can be run at any time. As noted elsewhere in this response, such reports include Milestone Tracking, late deliverables, SOW process cycle times, and vendor response rates.</p> <p>In addition, Customer Satisfaction surveys are sent to the agency manager at close of each engagement. This data is used for our internal SOW review periods, where we make sure we have enough and adequate vendors for each project category. It also provides feedback on CAI's performance which drives continuous improvement initiatives. Agency users are asked to return the completed Customer Satisfaction Surveys to both CAI and VITA.</p>
10.	Does your solution provide alerts and or reports of past due milestones and deliverables?	Y	<p>A milestone tracking report is automatically generated and delivered via email to the CAI AM as well as the Agency Project Sponsor(s). This report lists all of the milestones for each SOW as well as their status based on the milestone delivery date agreed to in the SOW project plan. The report contains alerts to highlight those milestones which are past due.</p> <p>A sample of this report is included in <b>Attachment D: Sample Reports</b>.</p> <p>In addition to the milestone report, VDOT currently uploads the milestone data for their SOWs via an Excel spreadsheet generated through Peoplefluent. They are then able to track their SOW milestones in their own project tracking system.</p>
11.	Does your solution record and track by cost center, by agency and by location? If yes, please describe.	Y	<p>Peoplefluent includes standard reports, and CAI has developed additional reports that track SOW requisitions by cost center, agency, and location. The configurability of the application allows users to track and record data by cost center, agency, and location. Data is able to be filtered and reported via any organization parameter that is captured.</p> <p>Samples of the Monthly Milestone Report and the Milestone Schedule Report are included in <b>Attachment D: Sample Reports</b>.</p>

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1 2.	Does your solution record and track by budget and accounting data? If yes, please describe.	Y	<p>As part of the SOW requisition process, we capture the cost center and budget from the Purchase Order that corresponds to the SOW requisition. We use this information not only in invoicing, but also to:</p> <ul style="list-style-type: none"> <li>■ Monitor Purchase Order spend based on approved milestones</li> <li>■ Process change requests when additional milestones need to be added or modified</li> <li>■ Provide Quarterly Report content</li> </ul>
1 3.	Does your solution have the ability to electronically generate invoice, (one per milestone), that details all charges by project and PO and by cost center? If yes, please describe.	Y	<p>Our solution generates an invoice after the customer has verified that a deliverable marked "Complete" by the supplier has been satisfactorily delivered by approving a vendor submitted milestone via Peoplefluent. That invoice includes the Agency name, PO Number, PO Line Item, and approved milestones associated with the invoice. The invoice, along with copies of the approved milestones from Peoplefluent, are emailed to the agency contact unless the agency indicates that delivery via regular mail is preferred.</p>
1 4.	Does your solution allow unique user(s) business rules and regulations to be embedded in the workflow? If yes, please describe.	Y	<p>The VMS workflow is configurable and can be modified to accommodate varied needs specific to each agency.</p> <p>CAI has the ability to add custom fields in order to track items which are important to the Commonwealth. For example, adding a flag to a requisition to indicate an ARRA funded engagement allows the Commonwealth to track the spend and activity tied to ARRA funding. Unlimited custom fields are available to track similar types of legislations and regulations.</p> <p>Our solution also accommodates unique requirements in processes due to government regulation, such as variable requirements for: citizenship, DUI check for DMV, tax record checks, and classification of resources (e.g., H1B, 1099s).</p> <p>Under the new program, CAI will enhance our onboarding checklists by detailing each agency's unique requirements. CAI will implement the Compliance Manager Functionality in order to track onboarding and offboarding tasks. The Compliance Manager configuration can replace "paper" checklists and can generate email notifications and alerts when</p>

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			<p>items are due or need to be renewed.</p> <p>CAI has the ability to modify the requisition release workflow for each unique requisition to allow for distribution to a specific group of vendors. If an agency requests to utilize a SWaM only firm in an effort to meet SWaM spend goals, we have the capability to send the requirement out to only SWaM certified firms, as designated in Peoplefluent.</p>
1 5.	<p>Does your solution include support? If yes, do you provide 24 hours per day / 7 days a week support for your solution? (At a minimum include: Days/Hours of Coverage, Expected Resolution Thresholds, Help Desk Support Levels (Tiered), Escalation Model, and Reporting.)</p>	Y	<p>The support offered for SOW requisitions is the same as that for staff augmentation.</p> <p>Your first line of support is our local account team who are dedicated to this account. During normal business hours, they can be reached for support on the contract, tool, and other MSP-related questions.</p> <p>CAI's MSP Operations administrators provide Level 1 support for any help desk calls, logging and tracking issues, and questions from both Virginia and vendor users. Having provided support under all of our MSP contracts, they have extensive expertise in all procedures related to these contracts.</p> <p>They are able to answer general questions on how to utilize the contract, but escalate to the local AMs 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, vendor, and candidate perspectives. They are capable of providing <i>ad hoc</i> training over the phone when needed, i.e., talking to the user and walking him/her through a process. Some common help desk requests are:</p> <ul style="list-style-type: none"> <li>■ Password resets</li> <li>■ Timesheet corrections</li> <li>■ Guidance on entering requisitions</li> <li>■ Addressing Peoplefluent VMS problems</li> <li>■ Responding to report requests</li> <li>■ Completing user setups</li> <li>■ Providing training</li> </ul> <p>Access to the Help Desk is available 24x7. CAI provides unlimited</p>

Statement of Work Services			
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			<p>support calls to our MSP Help Desk. CAI provides live help desk support 8:00 a.m. to 5:00 p.m. We will continue to utilize the phone numbers established under our current contract. Our MSP Program Office help desk utilizes a toll free number (800-635-5138) and a local Virginia number (804-288-4246) as well as a dedicated email address (<a href="mailto:VAITCL_Help@compaid.com">VAITCL_Help@compaid.com</a>) and fax (804-288-4358). In addition, our CAI Account Management team is available via local Virginia telephone numbers. All of these means of communication are available to the user community so that CAI can assist with every aspect of the procurement lifecycle.</p> <p>During normal business hours, the question/issue will be received by our Level 1 support team who will log and classify the issue within our issue tracking system. Level 1 will either address the issue/question themselves or escalate to Level 2 support. Outside of normal business hours for critical issues, the requestor will be directed to Level 2 support (CAI) or Level 3 (Peoplefluent). The CAI MSP help desk also has the VMS provider help desk at its disposal for assistance with issues and questions regarding the tool itself.</p> <p>CAI utilizes a help desk call tracking system called MSP Service Desk. Using it, we can report on types of calls, escalated calls, and issues with this system.</p>
1 6.	Can you provided a detailed workflow map of the end-user steps necessary to submit a request, receive acknowledgement, review resumes, select candidate, monitor time reporting, and request monthly/weekly business report? If so please include a copy.	Y	Please see the detailed workflow map of the SOW process provided in <b>Attachment A: Process Flows</b> .
1 7.	Will you arrange for a pre-employment national, regional and local background check for each resource that will have access to Commonwealth work tasks, facilities, systems or operations either through on-site access or through remote access? If yes, please describe the	Y	<p>Yes, CAI's account management team works with the agencies to document the background check requirements for each position and uses the VMS tool to track the corresponding documents and credentials for each resource and engagement.</p> <p>The national, regional, and local background check is required by the Commonwealth and reveals any prior convictions for a resource. It is our experience that many agencies require customized background</p>

Statement of Work Services			
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	process.		<p>screening criteria, so we work with each agency to clarify what comprises passing criteria. Background checks are performed after selection, but before engagement.</p> <p>Onboarding does not normally continue if the background check report is missing. Contained within our onboarding process is the validation of the completed background checks and any other required checks.</p>
1 8.	Do you have experience conducting background checks? If yes, please describe.	Y	<p>Prior to a candidate being able to begin an engagement, for standard background screening, CAI currently obtains from the vendor a national criminal background check (covering felonies, misdemeanors, and the sex offender registry). This is the standard baseline qualification to begin assignment under the program. Certain agencies require varied background screenings, and CAI works with the agency to meet these guidelines. Examples are VDOT, TAX, and VSP.</p> <p>As a company, CAI has experience conducting background checks as CAI's Human Resources department performs background checks on all employees.</p>
1 9.	Does your solution include providing written confirmation that the background checks have been conducted prior to the on-boarding of any resource?	Y	<p>As part of contractor onboarding procedures, CAI requests a national criminal background check be provided by the vendor prior to a candidate being able to begin an engagement. The vendor submits a copy of this background check for validation. CAI reviews 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 work on the project. Some agencies require written confirmation (ex. VITA) and CAI submits a signed document as part of onboarding.</p>
2 0.	Certain public bodies may have additional background or security checks required before entry to government buildings or access to information is granted. Does your solution including arranging for additional background or security checks based on individual customer requirements? If yes, please describe how will these be provided?	Y	<p>Yes, under the new program, CAI will utilize agency-specific onboarding checklists. In this case, the checklist will include the appropriate background checks and notification for the agency prior to access being granted. Again, CAI will require the vendor to provide the required background and/or security checks. The vendor will submit them; CAI will verify/review, and then notify the hiring agency.</p>

Statement of Work Services			
	Requirements	A	B
2 1.	Does your solution ensure that a resource will not begin work until they have successfully passed the required background checks? If yes, please explain.	Y	CAI AMs strictly follow the onboarding checklists, all of which include background checks. Under the new program, CAI will develop onboarding checklists for each agency, so that tasks such as additional background checks are included. As a rule, we will not complete the onboarding process without an acceptable background check. In the event that a vendor needs to replace personnel during project delivery, they will be required to send notification to CAI prior to the change to ensure time to complete the background checks. These onboarding tasks and requirements will be reviewed by CAI in detail at a project kickoff meeting for each SOW engagement.

Figure 7: Responses to Statement of Work Services

**C. C. Vendor Management System (VMS)**

<b>Vendor Management System</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Do you agree to provide the VMS application for all customers from an independent third party? If yes, please describe in detail including the names and versions of the VMS and other software application(s) included in your solution and a high level diagram illustrating how the application is architected. Please include the platform/language the system code is written in and the type of database(s) supported by the application.	Y	<p>Peoplefluent VMS 6.0.x will be used as the technology platform. The application is offered via a Software as a Service (Saas) model and accessible via a supported web browser. The Peoplefluent VMS application is built on core Microsoft technologies. The architecture is multi-tiered and is extended with XML throughout the logical tiers. XML is utilized for all intra-object communication. The application can be generally divided into four layers: a presentation layer, a page logic layer, a business logic layer, and a data services layer. An architecture diagram of the Peoplefluent VMS is included in <b>Attachment C: Peoplefluent VMS</b>.</p> <p>The presentation layer uses Microsoft ASP.NET pages to deliver content to the user. JavaScript is used for all client side processing and the application runs without session or state for optimal load balancing. The presentation layer relies heavily on the page logic layer to avoid extensive processing at the script layer. The returned XML from the page logic layer is parsed with XSLTs and the result set presented to the user.</p> <p>Within the page logic layer, each ASP.NET page utilizes a corresponding page logic object. It is responsible for all communication to the required business entity and business logic components that are required for a given transaction. The page logic layer communicates up to the display layer and down to the business logic layer.</p> <p>The business logic layer is written in .NET. This layer is further comprised of business entity objects and business logic objects that act on these business entities. For example, candidate and engagement will be business entities. A business logic component will know how to engage a candidate. The business logic layer communicates up to the page logic layer and down to the data services layer. The data services layer is written in .NET. All application database transactions are controlled and managed using .NET architecture.</p>
2.	Does your solution provide effective, interactive control and use with nonvisual means and provide 508 Compliance in accordance with the following standard	N	While the VMS application is not currently 508 compliant, Peoplefluent has made accessibility improvements with several of their products. The Peoplefluent VMS product team is keenly aware of the importance of accessibility to their clients and users relative to Section 508

Vendor Management System			
	Requirements	A	B
	<p>regarding IT Accessibility and 508 Compliance:</p> <p><a href="http://www.vita.virginia.gov/uploadedFiles/Library/AccessibilityStandard_GOV103-00_Eff_11-04-05.pdf">http://www.vita.virginia.gov/uploadedFiles/Library/AccessibilityStandard_GOV103-00_Eff_11-04-05.pdf</a></p> <p>(Refer to <a href="http://www.section508.gov">www.section508.gov</a> and <a href="http://www.access-board.gov">www.access-board.gov</a> for further information)</p> <p>If yes, please describe how this functionality is achieved and include a completed Voluntary Product Accessibility Template (VPAT) with your proposal: (The VPAT template is located in APPENDIX C of the Accessibility Standard (GOV103-00)).</p> <p>If no, does your solution/application/product provide alternate accessibility functionality? Please describe.</p>		<p>(Electronic and Information Technology Accessibility Standards, 36 C.F.R. § 1194) of the Rehabilitation Act of 1973 (29 U.S.C.A. § 794d) and the Web Content Accessibility Guidelines 2.0 (WCAG 2.0).</p> <p>Plans to bring the Peoplefluent into ADA Compliance are under discussion. Current compliance levels match those found in similar VMS software.</p> <p>CAI's local Account Management team is ready and willing to assist any users who need in person, one-on-one assistance in utilizing the ITCL contract and using the Peoplefluent VMS application in fulfilling their project needs.</p>
3.	<p>Does your solution comply with all current COV ITRM Policies and Standards, as applicable, found at: <a href="http://www.vita.virginia.gov/library/default.aspx?id=537">http://www.vita.virginia.gov/library/default.aspx?id=537</a>.</p> <p>If proposed solution does not, please provide details that specify the Standard/Policy and how Supplier's solution does not comply.</p>	Y	<p>Peoplefluent's security infrastructure, standards, policies, and procedures are modeled from several industry data security and privacy standards such as OWASP, ISO-17799, HIPAA, and SANS best practices. To prevent unauthorized access or disclosure, maintain data accuracy, and ensure the appropriate use of Personal Information, Peoplefluent has adopted appropriate physical, electronic, and managerial procedures to safeguard and secure the Personal Information we process. We follow generally accepted industry standards to protect the personal information submitted to us, both during transmission and once we receive it.</p> <p>Peoplefluent undergoes SSAE16 audits of our RMS and VMS systems annually and has been found compliant for both. Our solutions are also hosted in a SSAE16 audited Internet data center.</p>
4.	Is the proposed VMS application a web-	Y	Peoplefluent VMS is a 100% web-based application and accessed via a supported browser such as Internet Explorer, Google Chrome, Safari,

Vendor Management System			
	Requirements	A	B
	based application?		and Firefox.
5.	Is VITA, on behalf of the Commonwealth, able to acquire the license from the VMS provider directly on its own behalf? Please explain.	Y	Under our contract, CAI holds the license with Peoplefluent. However should the Commonwealth desire it, a license can be obtained directly from Peoplefluent.
6.	Do you have an established relationship to the VMS provider? If yes, please describe.		CAI has been in a partnership with Peoplefluent since 2004, utilizing the Peoplefluent VMS application in support of MSP contracts with multiple State clients. In addition, Linda Leiby (MSP Operations Manager) is a member of the Peoplefluent Client Advisory Board where she is able to provide input on Peoplefluent's VMS technology roadmap.
7.	Does your solution integrate both the SOW and Staff Augmentation functions in the VMS? If yes, please explain how the VMS supports the staff augmentation processes and the SOW processes.	Y	<p>Peoplefluent's VMS technology platform will enable integration with your contingent workforce, be it through traditional staff augmentation or project services (SOW). Peoplefluent VMS has a "Project Procurement" feature that provides you another option for requirement creation and management with your vendor audience. Project-based activities are defined as tasks that are outsourced to the clients' vendor community which will be paid by one or more of the following methods: milestone completion, % complete, time &amp; materials, etc. Both options are available in one integrated solution but are separated enough not to negatively impact a user who is only interested in one of the solutions. Vendors can be configured so they are only able to receive Staff Aug requirements, SOW requirements, or both.</p> <p>Reporting metrics specific to Staff Augmentation and SOW can be produced as well as combined so that users can see the full breadth of the use of the contract for the Commonwealth or a specific agency.</p>
8.	Is there any part of the Staff Augmentation or SOW functions that are not supported by the tool (e.g. customer satisfaction surveys; group resumes submission, etc.)? If yes, please explain.	Y	Customer satisfaction surveys are currently available for Staff Augmentation within Peoplefluent, and will be available for SOW in 2013.
9.	Does your solution include change management processes related to VMS? If yes, please describe how version changes	Y	Peoplefluent uses an Agile development methodology. Agile methodology prioritizes features and capabilities while also permitting the ability to be reactive to emerging market and client requirements.

Vendor Management System			
	Requirements	A	B
	and/or upgrades are tested and implemented.		<p>Agile concepts including “sprints” and “iterations” are used by groups organized into engineering “scrums” to confirm the right release cadence and tempo as well as identify situations where extra capacity has become available or where project risks are emerging. Each “scrum” has a “scrum leader” who is responsible for overall synchronicity and cadence of releases.</p> <p>The Peoplefluent Product Management, Engineering, and Operation teams follow this process to release new versions to clients:</p> <ul style="list-style-type: none"> <li>■ <b>Identification:</b> Product Management team members create “story cards” defining features in Rally which is a 3rd party tracking system.</li> <li>■ <b>Definition:</b> Story cards are defined to support the business relevance of the intended feature as well as the design intentions from a software engineering standpoint.</li> <li>■ <b>Testing:</b> Quality assurance test plans are derived directly from these story cards which define accurately how the product will “work as designed.”</li> <li>■ <b>Confirmation:</b> Test plans are set up in standard and repeatable fashion with QA serving in a decision-making capacity related to release readiness based on test plan results.</li> <li>■ <b>Release:</b> Following release from QA, the new maintenance or major release is delivered to the Operations team who run through a series of documented steps to apply the release to client production and staging environments. Quality Assurance is built into the Agile process and definition of test cases (and direct involvement of quality engineers) is part of the “scrum process.” The following quality measures are in place for all releases: <ul style="list-style-type: none"> <li>■ “Story cards” serve as a foundation for test plans that simulate real-world product usage.</li> <li>■ Quality engineers run tests throughout the development process.</li> </ul> </li> </ul>

Vendor Management System			
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			<ul style="list-style-type: none"> <li>■ Source code practices prevent engineering check-in of code that includes errors that would "break the build."</li> <li>■ Test automation is in place to run in parallel to testing conducted by quality engineers.</li> <li>■ A "code freeze" date is established in advance of release after which new elements are not introduced into source code unless approved through an escalated override procedure.</li> </ul> <p>The organization's Quality Assurance lead approves release to the Operations team which conducts an additional set of quality and hardening steps before applying the new release to client environments.</p>
10	Does the VMS provide workflow management (e.g. automated alerts of requisition and/or time sheet approval)? If yes, please describe in detail including any workflow that requires human intervention.	Y	<p>Peoplefluent VMS supports a full range of email notifications and actions based on configurable triggers in the process. Users receive informative notices of actions and directions on what to do next. Hot links within the notifications bring the user directly to the page requiring action, further enhancing productivity. Each user in the approval chain can make individual comments and approve or reject the requirement — and Peoplefluent VMS keeps a historical log.</p> <p>For example, the level of control Peoplefluent VMS provides over approvals ensures that your company's processes are followed in the most efficient manner incorporating alerts and notifications. The workflow can be tailored to distribute requirements prior to approval, or requirements can be distributed only after approval of a purchase order.</p> <p>The approval process can be tailored based on the level or number of approvals required — or users can manually define an approval chain:</p> <ul style="list-style-type: none"> <li>■ Define the highest level of authority needed to complete an approval</li> <li>■ Limit approvals according to budget considerations or by organizational structure</li> <li>■ Select an alternate approver (delegate) for workflows and</li> </ul>

Vendor Management System			
	Requirements	A	B
			<p>for time/expense approvals</p> <ul style="list-style-type: none"> <li>■ Set up engagement approvals during requirement creation or candidate placement</li> </ul> <p>Email Approvals are also supported for timesheets allowing a user to provide feedback without logging into the application.</p>
11	Does your solution include a help desk to assist with VMS related issues? If yes, please describe, including how users would submit issues, and support hours.	Y	<p>The CAI Operations team provides a Level 1 help desk to all users. A user may call the helpdesk at our toll free number (800-635-5138) during normal business hours between 8:00 a.m. and 5:00 p.m. to submit an issue or request assistance in using the VMS application. A user may also send an email to our help desk at <a href="mailto:VAITCL_Help@compaid.com">VAITCL_Help@compaid.com</a> at any time. Our Operations team members are experts in the processes and workflows specific to Virginia. They will either answer the question themselves, or escalate the issue to the appropriate person. The team also has a direct line to Peoplefluent for any application related issues that they must resolve.</p>
12	Does the VMS application address security? Please provide details on the level of security inherent in the VMS. (Provide an attachment to detail the levels of security inherent in your application)	Y	<p>Authentication rules and standards include three layers of login authentication: unique userid, password, and unique organization id. Initial user groups (called "regions") are tailored during implementation. Post-implementation, user groups and their regional access privileges are maintained by your system administrator within each user's account profile. Organizational hierarchies are also configured within requirement classes enabling support for a broad range of organizational structures. Peoplefluent VMS can integrate to an HRIS system to load organizational structure into our application to avoid redundant organization structure maintenance. This creates an intuitive interface with which to manage complex organization structures.</p> <p>Peoplefluent provides a high level of definition to both a user's role as well as their individual responsibilities. The user role provides the overall framework for application access and authority. However, in addition to the role, the individual user can have different responsibilities such as MSP rights, proxy time sheet entry, time/expense approval, and so forth. As a result, VITA can determine within the application the level of security and authority to meet varying roles.</p> <p>Control rules and logon ids are managed by your system administrator</p>

Vendor Management System			
	Requirements	A	B
			<p>users.</p> <p>It is also important to note that the application and data center are reviewed against SSAE-16 standards.</p> <p>Please see <b>Attachment C: Peoplefluent VMS.</b></p>
13	Does your solution protect against your system being compromised. If yes, please explain the warranty provided.	Y	<p>The solution includes advanced security features and practices to protect the confidentiality and integrity of client data and the privacy of individual candidates. Login to the Peoplefluent application utilizes a three-tier security model that requires the user to provide an org id (unique to your organization), as well as a unique userID and password. Passwords are encrypted and stored in the client database.</p> <p>Client data is stored within a shared database structure which is logically divided into organizational units. Client data is separated through SQL security and database schema for the VMS application.</p> <p>Peoplefluent is SSAE-16 audited for VMS, which includes the review and validation all security policies and procedures.</p> <p>Peoplefluent hosts its solutions in a world-class SAS 70 Type II compliant Internet Data Center in Lithia Springs, GA. The SAVVIS AT1 Data Center is designed to meet the stringent demands of Enterprise customers for Power Management, Heating/ Ventilation/Air Conditioning (HVAC), Fire Suppression, Seismic Engineering, Physical Security, and Tier 1 Internet connectivity.</p> <p>The solution includes advanced security features and practices to protect the confidentiality and integrity of client data and the privacy of individual candidates. Warranty detail will be discussed during contract negotiation and governed by the Master Agreement and Service Level Agreement.</p>

Vendor Management System			
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14	Does your solution provide hosting of the VMS? If yes, please describe your data center in detail.	Y	<p>Peoplefluent hosts Peoplefluent VMS in a world-class SSAE-16 audited SAVVIS Internet Data Center in Lithia Springs, GA. The data center selects multiple primary Internet backbone network providers on diverse local access facilities for the hosting facility. The facility leverages established preferred provider relationships with major Tier 1 network providers for connectivity.</p> <p>Checkpoint SPLAT (NGX) firewall clusters are utilized for front-end security of the application environment. These firewalls are administrated and monitored as a managed service with 24/7/365 “eyes on screen” monitoring. Checkpoint SPLAT (NGX) firewall clusters are utilized to separate the back-end data processing networks and the DMZ networks of the RMS application environment. These firewalls are managed by the Peoplefluent Production Security Team. A Checkpoint (NGX) firewall cluster is used to control access between the corporate and production networks. These firewalls are managed by the Peoplefluent Security Team.</p>
15	Will the VMS be hosted on hardware and software platforms dedicated for CoVA's sole use? If not what further steps do you take to protect each of your customer's data from access by other customers?	Y	<p>Client data is stored within a shared database structure which is logically divided into organizational units. Client data is separated through SQL security and database schema for the VMS application. Authentication rules and standards include three layers of login authentication: unique userid, password, and unique organization id.</p>

Figure 8: Responses to Vendor Management System (VMS)

**D. D. Talent Management**

<b>Talent Management</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does your service ensure timely access to high quality talent that meets customer needs? If yes, how do you ensure that CoVA has access to the best candidates the market can offer?	Y	<p>Our solution is built on managing to Service Level Agreements (SLAs) that focus on the accuracy and timely delivery of high quality talent. Our success rate for Fill Rate is exceptionally high.</p> <p>A strong supply chain is a critical success factor in any MSP program. Since CAI, as the MSP, will not respond to any of the requirements posted by COVA, we absolutely rely on our network of vendors to provide their strongest candidates to support Virginia endeavors. We support our vendors by mentoring them on their placements, meeting with them one-on-one, and providing them with feedback on their submissions and placement history. Vendors want to be part of our network because they understand that our network is accessible and fair to all participants. CAI has the ability to limit the number of candidates submitted by vendors; per requisition.</p> <p>Maintaining a full and fully primed pipeline is an exercise in trend analysis, supplier communications, vendor outreach, and active recruiting of new suppliers. We follow a consistent screening process for vendors, i.e., we apply the same selection criteria to all, and we use the same contract for all subcontractors. This is a critical success factor, because all vendors know they receive equal treatment. The rate card from vendors to CAI is public knowledge, as is the contract. As part of contract flow-down, we ensure that the vendor community understands its obligations to the COVA and to the contract. Our screening protocol also includes a process to confirm that the vendor is not prohibited from doing work for COVA.</p> <p>All these practices are designed to support a network that will deliver high quality resources within the required timeframes.</p>
2.	Does your solution validate that the candidates can provide the needed skills requested by the customer? Please explain and describe your screening process.	Y	<p>The review and validation of candidates' experience, skills, education, and employment history is part of our AMS' responsibilities.</p> <p>When a vendor submits a candidate for a requisition, there is a series of check boxes or input fields for affirmation of key data, such as the skills the candidate possesses and his/her availability. The vendor must respond to each required and desired skill and note the candidate's years of experience in each one.</p>

Talent Management			
	Requirements	A	B
			<p>The Peoplefluent VMS provides a display of the candidates with scoring for comparison and ranking. The overall score is broken down by skill/certification matching. All requested information is listed, i.e., skill sets, certifications, years of experience, and availability dates.</p> <p>Candidates who do not have a résumé attached to their profile in the Peoplefluent VMS tool will be rejected.</p> <p>The CAI AM reviews the candidate submissions and calls the candidates to validate the information provided by the submitting vendor. It is our experience that validating the candidate by phone is the best method of determining the accuracy of his/her skill, interest, availability, and vendor representation. By speaking with the candidate, we are able to deliver a higher quality of available and interested resources to COVA. We are also able to reject all candidates deemed not ready for assignment for any reason, such as issues with communication, location of assignment, traveling for interviews, and vendor representation. This process enables us to provide the Virginia Hiring Manager with a set of pre-qualified, available candidates ready for interview and selection. This is an important quality control aspect of our solution which saves time for Virginia managers.</p> <p>The AM documents the results of the screening in Peoplefluent VMS and forwards the best candidates to the Agency Hiring Manager for review.</p>
3.	Does your solution utilize strategies to address labor and/or skills shortages? Please explain how and describe your experience.	Y	<p>CAI AMs work closely with agencies to learn about upcoming requests. We then provide that information to the vendor community so that they can begin recruiting and preparing for those requisitions. Virginia has some challenging skills sets to obtain. Our local account management team is consistently reaching out to vendors, asking for concentrated focus on certain requisitions, and getting their feedback on market recruiting.</p> <p>In the past, we have leveraged a vendor network base that has a broad span of contractors and skill sets. When a particularly challenging combination of skills and experience is needed, we can take advantage of the open enrollment and bring on a supplier who has the right resources, such as emerging mobile technologies.</p>

Talent Management			
	Requirements	A	B
			<p>CAI proposes working with VITA to develop additional mechanisms for providing the hard-to-find labor and accommodating shortages. Two ideas are:</p> <ul style="list-style-type: none"> <li>■ Tiering: CAI proposes to reduce the core performing vendor tier, without jeopardizing the "open" network benefits. Tier 1 will be SWaM vendors and several high performing non-SWaM vendors. These vendors will receive all competed requirements first. We will still allow open enrollment for vendors, but they will join the network at a higher level tier (i.e., Tier 2), and not necessarily see all available requirements, but will be available to fulfill needs where we needed to cast a very wide net. We will structure the remaining Tiers as desired by COVA to meet the demand of all skills needed within the program, and to promote performance monitoring of vendors.</li> <li>■ Special Exemption: The following requirement will be implemented only after a written request from VITA. <p>Adding a 'special exception,' much like the exceptional process for Named Resources, for Hard-to-Find resources that will enable CAI to place its own employees when the vendor network fails to supply viable candidates. In several other MSP state programs that CAI manages, CAI has the capacity to place contractors under the contract, in specific, well defined, approved instances. Each program varies, and for Virginia, we propose utilizing CAI's internal recruiting team to:</p> <ul style="list-style-type: none"> <li>■ source challenging, difficult to find resources where the vendor network is coming up with few options for resource selection. CAI will open the requirement up to our recruiting team to also source candidates, or pull from our internal IT consulting teams.</li> <li>■ place consulting resource to oversee or assist with delivery. Examples would be business analysts,</li> </ul> </li> </ul>

Talent Management			
	Requirements	A	B
			<p>architects, or project managers to assist with SOW client demand.</p> <ul style="list-style-type: none"> <li>■ assist with employment related issues where a contactor needs VISA sponsorship, and their vendor is unable to process. CAI will step in to employ the resource in order to have business continuity for the agency.</li> </ul> <p>The real solution to maintaining a ready supply of qualified IT resources lies in balancing supply and demand. This narrative describes our approach to ensuring a steady supply of high-quality resources for any level of Virginia demand.</p> <p><b>Anticipating Demand</b></p> <p>Demand can rise and fall, of course, and we use our extended repository of metrics to evaluate all aspects of utilization. For example, we analyzed the unusually high demand for “Senior Consultant” labor in Pennsylvania in 2009 and recommended reconfiguring the category into five discrete job titles, resulting in savings estimated at \$1.1 million. When we implemented the first major Microsoft .NET application in the Commonwealth in 2004, .NET skills were scarce and costly; from our review of labor utilization in recent years, we know it is now more commonplace, leading to our recommendation to adjust rates down.</p> <p>Our account team will work closely with the agencies and monitor Virginia standards and strategic plans to forecast demand and changing technology skill requirements. The analyzed and confirmed information is then communicated to the vendor community to assist them in developing the pipeline of resources. In addition, our State Government technical support staff supports the Account Management team by noting emerging trends based on RFP, RFI, and request for quote (RFQ) procurements, as well as monitoring technical trade publications for emerging technologies. This is a significant value-add of having an IT firm manage the contract, in contrast to a less-technical firm.</p> <p>As part of normal SLA monitoring, we evaluate and report on contract usage by multiple dimensions, e.g., agency, vendor, job category.</p>

Talent Management			
	Requirements	A	B
			<p>Historic usage by job title will be part of the quarterly SLA report to Virginia. We evaluate these metrics by quarter, region, and year to identify specific trends; we also monitor them across all MSP accounts, particularly those in close proximity to Virginia. This is one method of projecting potential requirements based on historical demand.</p> <p><b>Supplier Pipeline</b></p> <p>Maintaining a full and fully primed pipeline is an exercise in trend analysis, supplier communications, vendor outreach, and active recruiting of new suppliers. Our proposal represents a strong supply chain capable of responding to all job titles, levels, and requirements shown in the RFP.</p> <p><b>Balancing Supply and Demand</b></p> <p>We balance supply and demand by establishing market or near-market rates so that the full network will have more than sufficient capacity to meet the client's requirements. If bill rates are too low, the Commonwealth will be competing with the larger market of IT users, i.e., commercial firms with similar IT requirements.</p> <p>We will respond to these market dynamics as we have in our other MSP accounts, i.e., by remaining abreast of emerging technologies and requirements and preparing our suppliers for them. For example, we currently send an email to all Virginia suppliers each week describing the status of recent requisitions (Open, Filled, etc.) and, more importantly, preparing them for soon-to-be-released requisitions. We will work hand-in-glove with Virginia to help ensure that wage rates reflect market realities.</p> <div data-bbox="1260 808 1900 1149"> <p><b>Laws of Supply and Demand</b></p> <p>Traditional rules of supply and demand will impact the contract. We stay ahead of the demand curve by following industry trends and pro-actively meeting with multiple Virginia clients and suppliers. We stay ahead of the supply curve by preparing our vendor network to respond to current and future demand.</p> </div>

Talent Management			
	Requirements	A	B
			<p>We are highly confident in the ability of our future vendor network to respond to all Virginia requisitions across the life of the contract.</p> <p>Much of the management of supply and demand is described in our Quarterly Reports. Please see <b>Attachment B: Performance Reports</b> for examples of our recommendations.</p>
4.	Is your service able to support of variety of diverse customers? If yes, explain how you can provide services to diverse set of customers and meet each customer's unique requirements (approval, billing, etc.).	Y	<p>Over the last six years, CAI has engaged contractors across 83 agencies for the Commonwealth, both executive and non-executive. Of those, 29 are diverse, i.e., non-Executive agencies. We have filled 203 engagements for these diverse VA entities. Across all of our other MSP contracts, we have placed 456 contracted resources for 20 disparate agencies, ranging from institutions of higher education, to local quasi-government associations.</p> <p>Although the process framework of our solution is flexible, it still provides a strong core guideline for usage. With it, we are able to meet the variety of demands for agencies under the Governor, and all the other agencies and quasi-government entities not under the Governor. Each has its own financial systems, purchase order process, and approval chains. Once we meet with a new agency to understand and outline their full lifecycle process, we can match it to our standard process and conform to areas that differ, while maintaining consistency under our contract.</p> <p>Our current contract has 15-20% of our requisitions from agencies not under the Governor. These are the irregular requests, and we can and do customize our services to accommodate them.</p> <p>The data within Peoplefluent is segregated by agency which allows us to configure Peoplefluent specific to executive agencies such as VITA and VDOT or counties such as Arlington and Henrico.</p>
5.	Occasionally, the customer has need for highly specialized skill sets or personnel with special certifications that are not routinely available. Does your solution include fulfilling this need? If yes, describe the process you use to fill a request that for such specialized skill.	Y	<p>The MSP offering is set up to deliver any IT skill set that the state requires, and the industry provides technology and trained resources for delivery.</p> <p>The process is the same as described above in our response to Talent Management requirement 3 (page 48).</p> <p>We illustrate with a current example: COVA needs an SOA Architect</p>

Talent Management			
	Requirements	A	B
			<p>that must be a US citizen (most US citizens with these skills are not contingent). We will follow same process, i.e., enter the requisition and get a PO. However, our AM works closely with the agency and the vendor community to align potential resources in advance if possible. Our AM is able to connect with a known IBM-local partner, who had a local SOA resource available, and get that vendor reengaged in the program. The AM assists the vendor in renewing their insurance certification, coaches them through the invoicing and Peoplefluent time entry, resulting in their first start under the program.</p> <p>We can also release the requisition to all vendors at the same time to maximize response time. If the need is known in advance, we give vendors a heads-up so that they can start recruiting. Vendors in network submit candidates; CAI AMs screen and forward the best three to five candidates.</p> <p>This situation is a special exception, where we suggest allowing - with proper control - CAI to fill a requisition. Because CAI is a full service IT firm, we will be able to place one of our employees who is not contingent in the hard-to-find slot.</p>
6.	Does your solution provide a technical screen of candidates? If yes, please describe.	Y	<p>Our AMs conduct a phone interview with the top ranking candidates. He/she contacts the candidate to confirm specific contents on the résumé. This is the most critical step because our AMs, who all have a technical/consultative/IT staffing background, can use their experience and knowledge to critically evaluate a candidate's overall fit over the phone.</p> <p>When the AM conducts the screening, this score is one tool he or she uses. The AM uses his or her overall industry knowledge during a phone call with the candidate to validate the accuracy of the résumé against the requirement along with the candidate's responses to technical questions. In other words, our AMs filter out candidates and firms who overstate their qualifications while assessing a candidate's suitability for placement.</p>
7.	Do you ensure that only available candidates are submitted in response to a work request? If yes, please describe how	Y	<p>Vendors must own the responsibility of submitting appropriate candidates, i.e., available, with skills matching the requirements, and possessing experience that matches the job title. In theory, all candidates submitted into Peoplefluent should be acceptable</p>

Talent Management			
	Requirements	A	B
	you accomplish this.		<p>candidates. The CAI AM verbally screens each candidate forwarded to the agency, as part of an in-process requisition. Part of the AM validation screen is the candidate's interest level, skill match, and timing for availability, considering other opportunities they are currently interviewing for, and in some cases, the end date of their current engagement. If a candidate is no longer available, the vendor is directed to update the candidate's status in Peoplefluent, thus alerting everyone that the candidate will not be considered.</p>
8.	Do you have a procedure to address replacement coverage for no shows or cancellations? If yes, what procedures are in place to protect the customers' if/when this occurs?	Y	<p>We propose the same process we currently use in VA:</p> <p>"If a resource begins work for a particular agency, and the agency determines within the first weeks (five business days) that the resource does not have the skills or capabilities necessary to complete the job as requested in the original requisition, the agency may request that the resource be replaced immediately, and COVA shall not pay for the work conducted by the unacceptable resource. COVA shall also require that the replacement resource be provided at no charge for the first five days of work after replacing an inadequate resource."</p> <p>In addition, CAI has added tracking fields to the candidate detail screen for internal use, and CAI will provide additional reporting. We use these fields to track interview and assignment start behavior:</p> <ul style="list-style-type: none"> <li>■ Interview Requested But Candidate Declined? (CAI Use Only)</li> <li>■ Interview Scheduled But Candidate Didn't Show? (CAI Use Only)</li> <li>■ Offer Made But Candidate Declined? (CAI Use Only)</li> <li>■ Offer Accepted But Candidate Doesn't Start Assignment? (CAI Use Only)</li> </ul>
9.	Do you have a process to ensure that the stated skills of the resource match their actual capabilities? If yes, please explain the process.	Y	<p>There is an alarming trend of inflation of skills on résumés, particularly in VMS cities.</p> <p>Within our current process, we will work to combat this by increased sensitivity to the issue, increased screening, and by recording instances in the vendor's performance records. We propose for this new contract that we include a vendor performance score on accurate representation</p>

Talent Management			
	Requirements	A	B
			<p>of candidates.</p> <p>However, a more proactive approach is to involve the candidate in the process and their job destiny. We propose to alter the Right to Represent form to add a sentence that states: "The information presented in my résumé is an accurate representation of my professional experience."</p>
10	Does your solution include methods to ensure that the resources proposed in a SOW are available and able to complete the project?	Y	<p>For this new contract, CAI proposes enhancing the SOW process to provide additional focus on project staffing. Currently, as part of agency negotiation with a chosen provider, the agency reviews resource planning.</p> <p>We propose that our AM joins the kick-off meeting or a separate onboarding session at the project startup for the SOW. This onboarding step will outline the resource plan for each SOW. We will plan for timely and complete background checks, SOW milestone and contract term review, and validating the resource plan.</p>

Figure 9: Responses to Talent Management

**E. E. Subcontractor Management**

<b>Subcontractor Management</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does your solution provide subcontractors who will perform the work for the Commonwealth? If yes, please explain whether these subcontractors will be provided from your existing subcontractors utilized in other accounts or whether they will be solicited specifically for the Commonwealth.	Y	<p>CAI has large existing subcontractor base that is currently providing all engagement and SOW project services to COVA. We propose to continue to use our existing subcontractor network, making any modifications to the Tiering structure as determined during Implementation. CAI's solution promotes fair competition amongst small, minority, and local businesses. In fact, the current ITIL vendor network includes approximately 49% Virginia-based firms.</p> <p>Our network has been developed to suit the needs of Virginia, and while some of the suppliers may be in our other MSP vendor networks, requisitions go out only to those suppliers qualified for the COVA network.</p>
2.	The selected supplier is expected to act as the prime contractor of all IT staff augmentation and SOW services for CoVA. All resulting orders, SOW's, and payments would be between the Commonwealth and the MSP. Do you agree to serve as the prime contractor in your solution and be accountable for the performance of your subcontractors?	Y	CAI accepts this stipulation.
3.	VITA has defined a set of minimum terms and conditions that need to be included in any agreement with your subcontractors. Do your subcontractor agreements ensure that the subcontractors will comply with VITA's minimum terms and conditions?	Y	<p>All of the enrolled suppliers contracted to provide Staff Augmentation services or SOW Services will be contractually bound to the minimum standards detailed by VITA. For instance, each of the suppliers will agree to use eVerify to guarantee work eligibility for each of their engaged resources, and they will all agree to carry errors and omission insurance for the term of their service in the Virginia Supplier network.</p> <p>CAI will publish a supplier-facing web portal to serve as a repository for all of the enrollment materials and sub-agreements. Through the term of the contract the web portal will be updated to include addendums to the sub-agreements or changes to the MSA, for instance.</p> <p>CAI proposes modifications to the Staff Augmentation subcontractor agreement provided with this RFP. They are detailed in the <b>Contracts</b> section, as directed. We also propose continuing to use the current SOW Subcontractor Agreement, with small modifications.</p>

Subcontractor Management			
	Requirements	A	B
			It, too, is provided in full in the <b>Contracts</b> section.
4.	Do you have the ability to manage subcontractor relationships? Describe your experiencing managing staffing subcontractors, including how you manage subcontractors to meet the business needs of the users (understanding the requisitions or SOR's, pricing, efficiently on-boarding, etc.)	Y	<p>CAI has managed subcontractor relationships for 20+ years, and since 2004 in the MSP realm.</p> <p>We manage our subcontractors legally through subcontractor agreements (SAs). We utilize unique SAs for each MSP contract.</p> <p>We also provide oversight and mentoring to our subcontractors to assist them in their overall management, e.g., best practices for recruiting and presenting candidates. We hold routine vendor/supplier training events that provide, among other constructs:</p> <ul style="list-style-type: none"> <li>■ Best practices for recruiting</li> <li>■ Upcoming needs from the Commonwealth</li> <li>■ Use of the Peoplefluent VMS tool</li> <li>■ Process reviews</li> <li>■ Changes in pricing, if applicable</li> <li>■ Onboarding requirements and techniques</li> </ul> <p>We send out weekly requirement notification on the status of open requisitions.</p> <p>Because of the deep local experience of our Account Management team augmented by long standing professional careers in IT and Staffing, our AMs truly mentor and coach new vendors, new companies, and companies that have no COVA or MSP/VMS experience how to be successful within this model.</p>
5.	Do you have a standard approach to subcontractor selection? If yes, please describe how do you select the optimal mix of subcontractors? Explain the tactics would you suggest in assessing the optimal mix of subcontractors on an on-going basis.	Y	<p>As always, we welcome Commonwealth direction and input on vendor selection and tiering decisions for both staff augmentation and for SOW-based requisitions.</p> <p>You will find that our vendor network model provides vendors with an equal opportunity to compete and to grow as a business. This encourages small and minority business participation by lowering the barriers to entry.</p> <p>Our experience is that, once CAI is awarded an MSP contract, vendors</p>

Subcontractor Management			
	Requirements	A	B
			<p>contact us to be part of our network. Additionally, we hold vendor meetings during Implementation and throughout the contract to attract and support new vendors in the network.</p> <p>In Virginia, we will continue to utilize the existing network of vendors that is in place.</p> <p>We offer the preferred MSP model for Vendors. CAI's vendors have experience working in many other "MSP" models with other commercial companies. Most often we hear that our vendors have minimal success in these other models due to lack of feedback, communications, or partnership with the managing firm. CAI views our vendor network as critical business partners and we maintain an open line of communication with them. We provide weekly feedback on open requisitions. As a result of this partnering approach, CAI's vendors demonstrate a real commitment to the program which translates into speed, accuracy, and quality service back to the Commonwealth.</p> <p>CAI's model includes a proactive vendor outreach program that:</p> <ul style="list-style-type: none"> <li>■ Supports local, regional, statewide, or national candidates in order to meet customer demands while motivating vendors to place a high priority on the Commonwealth's business</li> <li>■ Is built on experience mentoring the vendor network on how to change their business models to be most effective under the contract</li> </ul> <p>Our vendor enrollment criteria for Staff Augmentation vendors is outlined on the ITCL program's public portal (<a href="http://smsa.compaid.com">http://smsa.compaid.com</a>). Checklists and agreements for enrollment are listed so that vendors can preview the information to determine if they can meet the minimum guidelines for enrollment. We have included this document for your reference in <b>Attachment A: Process Flows</b>.</p> <p>CAI limits the enrollment criteria for vendors for SOW services to meet pre-defined guidelines of companies capable of providing fixed-price project deliverables. We conduct an in-depth evaluation of vendors to determine which firms can be relied upon to successfully complete</p>

Subcontractor Management			
	Requirements	A	B
			<p>SOW projects through the contract, and for the Commonwealth.</p> <p>We plan to begin the new contract utilizing the approved SOW firms that are currently identified and in place. At least once yearly, we will hold an open enrollment period, where a questionnaire will be sent to vendors who have communicated an interest in becoming an SOW vendor or who we've identified will be a good partner for the program. CAI developed a standardized questionnaire that focused on the following four key areas:</p> <ul style="list-style-type: none"> <li>■ <b>Company Information</b> such as years in business, certifications, D&amp;B score, etc.</li> <li>■ <b>Financial Information</b> based on financial statements and legal actions</li> <li>■ <b>Personnel Details</b> such as number of staff, placements, training programs, turnover, experience in deliverables-based work, etc.</li> <li>■ <b>Firm Experience</b> in the following 15 specialty areas: <ul style="list-style-type: none"> <li>Application Development</li> <li>Business Continuity Planning</li> <li>Business Process Re-engineering</li> <li>Enterprise Content Mgmt.</li> <li>Information Security</li> <li>IT Strategic Planning</li> <li>Project Management</li> <li>Radio Engineering Services</li> <li>Back Office Solutions</li> <li>Business Intelligence</li> <li>Enterprise Architecture</li> <li>GIS</li> <li>IT Infrastructure</li> <li>IV&amp;V</li> <li>Public Safety Communications</li> </ul> </li> </ul>
6.	Do you have an established process for tracking and measuring subcontractor performance in submitting and placing quality candidates and providing effective SOW solutions? If yes, please describe the process and include a list of key performance indicators currently used for measuring subcontractor performance in your customers' contingent workforce	Y	<p>In addition to tracking vendor credentials in the VMS tool, we use the underlying metrics from our VMS tool to show vendor responsiveness as a measure of performance. When meeting with vendors one-on-one, we show them their own "dashboard," using it to discuss their performance. A sample dashboard with simulated data appears in Figure 10.</p>

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programs.			<table><tr><th colspan="4">VENDOR DASHBOARD</th></tr><tr><td>XYZ Company</td><td></td><td></td><td>Grand Total Engaged: 3</td><td>3.85%</td></tr><tr><td></td><td></td><td></td><td>Tier1 Engaged: 3</td><td>100.00%</td></tr><tr><td></td><td></td><td></td><td>Tier2 Engaged: 0</td><td>0.00%</td></tr><tr><td></td><td></td><td></td><td>Tier3 Engaged: 0</td><td>0.00%</td></tr><tr><td></td><td></td><td></td><td>Tier4 Engaged: 0</td><td>0.00%</td></tr><tr><td>Total Requirements</td><td>43</td><td></td><td>Grand Total Submitted: 78</td><td></td></tr><tr><td>Total Engagements</td><td>3</td><td></td><td>Grand Total Unique Submittals: 65</td><td>83.33%</td></tr><tr><td>Total DBE Engagements</td><td>3</td><td>100.00%</td><td>Grand Total Submitted Round 1: 74</td><td>94.87%</td></tr><tr><td></td><td></td><td></td><td>Grand Total Submitted Day 1: 70</td><td>89.74%</td></tr><tr><td></td><td></td><td></td><td>Grand Total Submitted Day 2: 3</td><td>3.85%</td></tr><tr><td></td><td></td><td></td><td>Grand Total Submitted Day 3: 1</td><td>1.28%</td></tr><tr><td></td><td></td><td></td><td>Grand Total Forwarded: 15</td><td>19.23%</td></tr><tr><td></td><td></td><td></td><td>Tier1 Forwarded: 15</td><td>100.00%</td></tr><tr><td></td><td></td><td></td><td>Tier2 Forwarded: 0</td><td>0.00%</td></tr><tr><td></td><td></td><td></td><td>Tier3 Forwarded: 0</td><td>0.00%</td></tr><tr><td></td><td></td><td></td><td>Tier4 Forwarded: 0</td><td>0.00%</td></tr><tr><td></td><td></td><td></td><td>Avg Score: 107.66</td><td></td></tr><tr><td></td><td></td><td></td><td>Grand Total Candidates &lt; 100%: 14</td><td>17.95%</td></tr><tr><td></td><td></td><td></td><td>Grand Total Candidates &gt;= 100%: 64</td><td>82.05%</td></tr></table>		VENDOR DASHBOARD				XYZ Company			Grand Total Engaged: 3	3.85%				Tier1 Engaged: 3	100.00%				Tier2 Engaged: 0	0.00%				Tier3 Engaged: 0	0.00%				Tier4 Engaged: 0	0.00%	Total Requirements	43		Grand Total Submitted: 78		Total Engagements	3		Grand Total Unique Submittals: 65	83.33%	Total DBE Engagements	3	100.00%	Grand Total Submitted Round 1: 74	94.87%				Grand Total Submitted Day 1: 70	89.74%				Grand Total Submitted Day 2: 3	3.85%				Grand Total Submitted Day 3: 1	1.28%				Grand Total Forwarded: 15	19.23%				Tier1 Forwarded: 15	100.00%				Tier2 Forwarded: 0	0.00%				Tier3 Forwarded: 0	0.00%				Tier4 Forwarded: 0	0.00%				Avg Score: 107.66					Grand Total Candidates < 100%: 14	17.95%				Grand Total Candidates >= 100%: 64	82.05%
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			<p>Figure 10: Sample Vendor Dashboard</p> <p>CAI provides transparency into the details of contract performance in our quarterly reviews and by publishing results like these on the public portal. There are several standard reports and processes we have created to give us the data needed to manage vendor activity:</p> <ul style="list-style-type: none"><li>■ <b>Performance Survey:</b> For Staff Augmentation we send out a survey at periodic intervals for manager feedback on contractor performance. For SOWs we send out a performance survey at the end of the project to assess overall satisfaction of the vendor and the success of the project.</li><li>■ <b>Staff Augmentation Vendor Performance Dashboard:</b> 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 is vendor activity in the areas of total submission count, engagement count, total</li></ul>																																																																																																				

Subcontractor Management			
	Requirements	A	B
			<p>candidates forwarded to manager for review, and four-day window submission count. If we determine that re-Tiering is something that will benefit the program, this existing report can be modified to capture the data needed for performance review and Tiering review.</p> <p>■ <b>Bi-Yearly SOW Review:</b> We hold enrollment opportunities periodically for SOW vendors (i.e., once yearly) but review the current state of vendor coverage bi-yearly. This is an internal review where we ensure that all SOWs released had the coverage goal of submittals, and that we have enough vendors for each category and the appropriate vendors for each category.</p>
7.	Do you have an established process for communicating feedback to subcontractors on their ability to meet the customer's business requirements? If yes, please explain the process and how it impacts the program.	Y	<p>As described above, we develop a “dashboard” of performance metrics for each subcontractor, which we share with them on a periodic or as-needed basis.</p> <p>We find that this feedback is enlightening to new vendors, and it is the basis of our supplier mentoring. We use it to demonstrate areas for improvement and offer best practices for correcting deficiencies.</p> <p>We hold periodic vendor training, where we discuss best practices for vendor success and discuss key elements of COVA culture to promote successful activity.</p> <p>Our Account management team is very “hands-on” in working with our vendors to provide specific feedback on submittals, resources, future anticipated openings, and performance. Our team accepts invitations weekly with vendors, either in person or via conference, to assist them in delivery needs for the Program.</p> <p>We also provide these metrics to the Commonwealth in our Quarterly Reports, providing full transparency into the vendor/supplier base and their responsiveness.</p> <p>Comments can be added to the candidate details page within Peoplefluent that is viewable by the vendor. If a candidate is rejected after submission, the CAI AM or Agency Hiring Manager can add comments detailing the specific reasons for the rejection. In addition, candidate evaluations can be made viewable to the vendors. All of</p>

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			these options provide direct feedback to the vendors on their candidate submittals.
8.	Does your solution include safeguards to insure impartiality when recruiting and referring resources? If yes, please describe.	Y	<p>Within Peoplefluent, the vendor/supplier is not viewable when the candidates are forwarded to the agency; only an indicator of SWaM vendor is visible. This is a configurable option which can be modified if the Commonwealth would desire to change direction on this approach.</p> <p>Vendors are instructed to not place résumés on their own letterhead or template; we provide a neutral CAI letterhead format for all vendors to use.</p> <p>We maintain a no-contact program. That is, vendors will not pass résumés to managers directly. All activity will come through the MSP program to be considered an In-Process Requisition.</p> <p>We give as much time as possible to the vendors to ensure that we have the best candidates possible within SLA. Then we rank and score the candidates using Peoplefluent. We screen and interview the top candidates. In doing so, we capture interview/screening notes that can be seen; this promotes transparency to the screen process. The outcomes of our process are:</p> <ul style="list-style-type: none"> <li>■ Impartiality</li> <li>■ Transparency</li> </ul>
9.	Do you have a range of subcontractors are you able to effectively manage within a customer program? Please explain the range, specify the highest number of subcontractors currently engaged for a single customer and describe any constraints.	Y	<p>CAI's MSP Program is staffed and available to meet the Commonwealth's needs for subcontractor management. Currently we are managing over 400 vendors, at a program level, within the VA ITCL Program. Virginia's MSP Program is the largest subcontractor network that we currently have in place, under one program. However at a practice level, our MSP Services Organization is managing over 800 subcontractors across our MSP Programs. We have the ability to scale up or down from our current state of support.</p> <p>We would like the opportunity to discuss with the state how to most effectively manage very large and growing open vendor network programs. CAI is also open to managing a smaller network of vendors and building a vendor performance management program around the network to include tiering and performance metrics. Depending on the</p>

Subcontractor Management			
	Requirements	A	B
			size of the network, our Performance Management capabilities will differ.
10	Do you have a process to address when a resource "job shops" between subcontractors before their assignment is completed? If yes, please explain the communications plan to alert the customer and what actions would be taken to prevent a disruption of service.	Y	<p>In our solution, this visibility and control are provided by the MSP, CAI. We include safeguards (data captured, checklists, flags) so that we do not submit a candidate, or approve a candidate who is moving between agencies without agency/manager approval on both ends.</p> <p>If we find that a resource is changing vendors, we take an advisory role; after all, we cannot mandate who a person works for. We do advise them, discussing non-compete clauses that may be in effect in their current contracts, and asking them to finish their current agreement. If we have knowledge that the resource is changing employers, we always make this known to the current vendor.</p>
11	Do you have a process to address the situation when you learn that a subcontractor is recruiting any other subcontractor's resources? If yes, please explain the process.	Y	<p>This type of predatory recruiting can be disruptive to service and the practice is strongly discouraged. We use the following process to discourage the practice of predatory recruiting.</p> <p>When an AM learns of the potential for a predatory situation, he or she contacts the engaged resource to gather details of the situation. The AM will tell the resource that CAI will contact their firm and ask for outreach to the employee. In the event the employee is simply hoping to "swap" employers, CAI counsels the employee as to the legal risk and tells him or her that CAI doesn't allow this activity. If the resource is having problems with his or her current employer, the AM gathers details of those problems. For instance, a resource may have a payment delay or a contract dispute with the current employer. The AM can seek guidance from CAI Human resources, legal, or immigration attorneys for advice on resolution.</p> <p>The AM then contacts the representing firm and requests outreach to the resource which enables the firm resolve the situation with their employee. The AM will also request that CAI be kept apprised.</p> <p>In most instances this mediation resolves the issue and maintains service for the engaged resources. In some instances, the situation is not resolved and CAI will need to intervene in greater depth. For those instances we propose program enhancements to include a performance tracking field in the vendor master file to record a history</p>

Subcontractor Management			
	Requirements	A	B
			<p>of predatory recruiting. We can then use this criteria in subcontractor performance reporting.</p> <p>In addition, a non-solicitation clause will be added to the sub-agreement that prohibits the hiring of resources performing service under the program.</p>
12	Does your solution reveal whether a resource is a W2 or 1099? Please describe.	Y	<p>This field is a required field for the vendor to complete when submitting a candidate. We track this information about resources. It is a field on the individual's detail screen. Because we capture this information, we are also able to report on it, if/when needed.</p>
13	Do you have a process to ensure continuity of operations in the event a subcontractor must be removed from the program for any reason? If yes, please explain the process.	Y	<p>In rare instances, a firm must be removed from the program. An example of a situation involved a mid-sized firm that closed operations overnight, apparently due to a criminal charge in the State of New York. This firm held engagements across several states. The CAI Account Management team contacted all employees to verify the situation and worked with each of them to locate new employers who will meet their needs from the standpoint of employment agreements. In some special situations, CAI became the employer. These situations were resolved with no disruption to state service in any of the affected programs. In the following months the CAI legal team worked with each resource to recoup any lost wages for their time of service.</p> <p>For these instances, CAI observes the issue escalation plan and relies on CAI legal counsel as well as immigration attorneys and Human Resources for legal, fair, and equitable resolutions that maintain service to the Commonwealth.</p>
14	Do you have a process to ensure continuity of operations in the event a subcontractor's resource must be removed from the program for any reason? If yes, please explain the process.	Y	<p>CAI accepts that at times, contractors must be removed from the program. CAI's AMs have experience in handling these situations. We like to learn about performance related issues as soon as possible so that we can work together on the best contingency plan. Through Peoplefluent, we release a performance survey to the hiring manager at 30 days after engagement begins, as a checkpoint to the contractor's performance. We also release performance surveys at end of engagements.</p> <p>Agencies are encouraged to call CAI as soon as they believe a contractor will need to be removed. We can determine if the need is</p>

Subcontractor Management			
	Requirements	A	B
			immediate, and work out timing of notification, badge/equipment return, and agency permission shut down. If the need is immediate, we will discuss how critical the role is to the agency, if an existing resource can provide services, or if we need to backfill. We can determine how quickly the backfill needs to happen and can fulfill as a standard process or we can fulfill as an Urgent need. If the timing is not immediate, we can look for a replacement to bridge services prior to release of the current contractor.
15	Does your solution ensure that the resources which were originally committed to an SOW remain on the project and complete all deliverables? If yes, please explain.	No	<p>Unfortunately, CAI cannot control the movement of subcontractor resources.</p> <p>We recognize that this can be disruptive to a project. In this new contract, CAI pledges to increase focus on project resource planning. CAI will emphasize the importance of and reinforce commitment through participation in project kickoffs and reviews of resourcing plans.</p>

Figure 11: Responses to Subcontractor Management

## F. F. Government Environment

Government Environment			
	Requirements	A	B
1.	Do you have experience providing MSP services in a Government environment? If, yes please explain.	Y	<p>CAI has been providing MSP services to state government on an enterprise-wide level since 2004. To date, we have eight state MSP accounts: PA, VA, NJ, ME, IA, OH, DE, and AR. Our experience affords our clients the following advantages:</p> <ul style="list-style-type: none"> <li>■ We have experience filling even the hardest-to-find combinations of skills and experience. To date, across all contracts, we have filled <b>16,287</b> requisitions.</li> <li>■ We have experience managing, supporting, and working with suppliers. Across all contracts, our networks include 937 suppliers.</li> <li>■ We are strongly committed to, understand, and manage to meet government's targeted business requirements. Since our first contract started in Pennsylvania, we have achieved aggressive targeted business requirements; we have processes and network participants in place that, together with our Account Management, make a positive impact on those segments of business within your state.</li> <li>■ We have <i>government</i> experience in filling project based orders through the MSP process. CAI successfully developed and implemented your process for fulfilling Project Based Orders under our current IT Contingent Labor contract with COVA. Since its inception in the winter of 2010, we have filled 99 Project Based Orders for the Commonwealth.</li> <li>■ Our solution includes a large vendor network. Not only does this afford us the ability to fill all requests within the SLA, it also promotes a fair, vendor-neutral environment in which small businesses can effectively compete against very large suppliers, reducing the barriers to entry. We also have experience in qualifying vendors for project-based work, in order to maintain a network of strong suppliers skilled in delivering on deliverables-based SOWs.</li> </ul>

Government Environment			
	Requirements	A	B
			<p>A large vendor network, and a network where we can add vendors, is important within VITA in the event that managers request a vendor perform work that is emerging in technology or is very specific to the nature of their agency, or is a legacy product.</p> <ul style="list-style-type: none"> <li>■ We have seasoned, dedicated AMs who have years of experience within the government environment. Not only are they capable of reviewing requisitions, screening candidates, and managing on- and offboarding, but they are themselves IT professionals who understand the special requirements and pressures of government service.</li> <li>■ Our MSP Operations staff serves all our government clients, and no others. Therefore, they are intimately knowledgeable of invoicing and reporting requirements in the government environment.</li> <li>■ We achieve our SLAs. All of our MSP contracts include SLAs, and our processes and methods are finely tuned to meet even the most aggressive of SLAs. Within State Government, having a consistent and achievable method to validate goals and performance levels is important when Programs are very public, and at times high profile.</li> <li>■ Our proven implementation experts have participated in all of our statewide MSP implementations, again, with experience in government policies and procedures that are addressed during new contract implementations. We have experience implementing state policy efficiently and effectively.</li> <li>■ Our VMS tool, Peoplefluent, is best-in-class, continually improved, and easy to use. The application is easily configured to capture data surrounding important legislative measures, such as ARRA reporting. We are able to configure the system so resources are logging time against specific funding sources which is critical when an</li> </ul>

Government Environment			
	Requirements	A	B
			agency needs to track their federal funding or grant monies.
2.	Do you have an established process to respond to legislative, Governor's office, and oversight groups such as auditors and media? If yes, please describe the process. If you have a staff member assigned to such inquiries detail their experience responding to such inquiries.	Y	<p>In our eight years of experience in providing MSP services to statewide enterprise, we have had occasions where we were asked to respond to legislative, Governor's office, or other government oversight groups.</p> <p>Our Program Executive Account Manager (EAM) responds immediately to these requests. The request is escalated to our MSP Director, Ellen Sigl, and either she or our EAM meets with the client. In most cases, they craft responses or speak on behalf of the client. In fact, part of the EAM's employment responsibility to CAI is committing to media responses, both in behavior and speech.</p> <p>As you can see by our organization chart (see <b>Section 6: CAI Profile</b>), our MSP practice is aligned within our Government Services Practice. This affords our MSP management the collective experience of these practitioners in supporting government entities. Our operations management and HR groups are also deeply familiar with government requests on a daily basis.</p> <p>Examples: Cindy Sullivan, our Program Executive Account Manager, was contacted by the Richmond Times Dispatch for comment during the Program Rate Reduction Request in 2009. We did not respond, upon direction. In another instance, Cindy Sullivan contributed, as requested, in the IT Staff Augmentation Operational Review Committee Report that was sponsored by DHRM in 2008.</p>
3.	Does your solution support the needs of a large number of stakeholders? If yes, please describe.	Y	Under our current MSP contract with COVA, we have supported the needs of 83 unique agencies and entities. Across all of our other MSP contracts, we support 237 unique agencies and entities. When we look across our COVA customer base, we see executive, higher education, and non-executive clients with varying technology needs, varying locality support, as well as security variances. Even across executive branch agencies, we encounter the same support needs.
4.	Does your solution support the Commonwealth's small, woman-owned and minority-owned (SWaM) initiative? If yes, please describe your efforts to support	Y	Yes, since the inception of our original SMSA contract with VITA, we have supported the Commonwealth's SWaM initiatives. Our record (Figure 12) speaks for itself.

Government Environment			
	Requirements	A	B
	SWaM and disabled veteran businesses.		<p>Figure 12: SWaM Content in Virginia</p> <p>For this new contract, we have the ability to include Disabled Veteran-Owned businesses, as a certification check, and preferred vendor designation if so desired by VITA.</p>
5.	Does your solution support the needs of government to be fair, open, competitive and transparent? If yes, please describe.	Y	<p>Our processes and methods clearly support government's needs for:</p> <ul style="list-style-type: none"> <li> <b>Fair and Competitive</b> <p>Our vendor network promotes fair competition. It allows small businesses to compete on even ground with large firms that have greater resources.</p> <p>Our vendors all work under the same pricing – which is readily available to them. This promotes competition on a different level – quality and responsiveness.</p> <p>And at the appropriate levels, our tool shields the vendor from the view of decision makers, so that placements are based on qualifications, skills, and experience – not the firm providing the resources.</p> </li> </ul>

Government Environment			
	Requirements	A	B
			<p>■ <b>Open and Transparent</b></p> <p>CAI's commitment to capturing metrics and reporting performance with them opens all aspects of our ITCL contract to the government and its citizens. Additionally, we provide a public-facing portal for the contract that all participants - from resources to vendors, CAI, Virginia agencies, and VITA - can all access to see the legal contracts, pricing, processes, and contacts. We welcome requests for reports on any of the information contained within our purview.</p>
6.	Do you have experience supporting legislative changes that require immediate adjustments to the program? If yes, please describe.	Y	<p>In 2009 we supported a program-wide rate reduction in response to a request from the Governor's office. The Commonwealth was able to see immediate savings when CAI accepted the 10 percent discount request from the Chief of Staff, and was able to offer rapid savings that equated to over \$800,000 in the first six months after the discount went into effect.</p> <p>Over the years, the Governor's office has had other initiatives that CAI has supported, and made modifications to the program to support. Telework is supported under the program as approved by hiring managers, as is Kaine's Executive Order 33 to promote agency SWaM spend of a goal of 40%.</p> <p>CAI participated, as requested, in the IT Staff Augmentation Operational Review Committee Report that was sponsored by DHRM in 2008.</p>
7.	Will your solution support legislative changes that require immediate adjustments to the program?	Y	Yes, with proper implementation planning.

Figure 13: Responses to Government Environment

**G. G. Account Management**

<b>Account Management</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does the account executive that would be responsible for CoVA's program have a minimum of 5 years of large account MSP experience? Please describe.	Y	Our Program Account Executive, Cindy Sullivan, has more than 16 years experience as an IT EAM, much of it in Virginia, and nearly five of them spent on the VITA ITCL account. Her résumé appears in <b>Attachment E: Résumés</b> .
2.	Would local Richmond area personnel be provided to manage the ITCL services throughout the life of the contract? If yes, please describe the staffing plan.	Y	<p>Our local account management team is dedicated solely to the VITA ITCL contract. While supported by our MSP Operations and senior management in Harrisburg, our account management team is located in Richmond now, and will continue to maintain the office under this new contract. They are:</p> <ul style="list-style-type: none"> <li>■ Cynthia Sullivan, Program Executive Account Manager</li> <li>■ Patricia Bowler, Account Manager</li> <li>■ Christy Butcher, Account Manager</li> <li>■ Additional, To-Be-Hired local Account Manager</li> </ul> <p>Administrative support is provided by Rebecca Newman who is part of the MSP Operations group in Harrisburg, PA.</p> <p>Their résumés appear in <b>Attachment E: Résumés</b>.</p>
3.	Will VITA have the ability to accept or reject the proposed senior account executive?	Y	As always, VITA has the option of meeting with, interviewing, and approving or rejecting any of our account management team.
4.	Will you agree to replace the local staff if VITA, in its reasonable judgment, determines that the individual is not fulfilling the job responsibilities?	Y	While we believe that VITA is satisfied with our local staff, we will defer to VITA's judgment should a performance issue arise regarding one of our local staff members.
5.	Do the senior account executive duties include:	Y	Cindy Sullivan is ultimately responsible for CAI's performance on this account, including:
5. a)	Ensuring placement of qualified resources that meet the needs of the requisition or Statement of Requirements,	Y	Placement of qualified resources to meet staff augmentation or SOW requirements,
5.	Serving as a key point of contact for VITA	Y	Serving as a the key point of contract for VITA and all other public

Account Management			
	Requirements	A	B
b)	and all other public bodies,		entities,
5. c)	Ensuring a high quality level of service,	Y	Managing to meet and exceed our aggressive service levels that lead to high quality service,
5. d)	Interfacing as an issue escalation catalyst, resolving problems and proactively,	Y	Acting proactively as liaison and intermediary in issue escalation and resolution,
5. e)	Addressing cost savings and optimization opportunities across CoVA,	Y	Continually looking to improve service and reduce costs to the Commonwealth,
5. f)	Deciding on changes to program and policies to ensure contract services remain effective and efficient.	Y	And managing the program policies and procedures for effectiveness, efficiency, and continual improvement.
6.	Are you providing similar services to other clients in Richmond and/or other areas in Virginia? If yes, how will you ensure CoVA has access to the best candidates in these areas?	N	<p>VITA is our primary client in Virginia; and we have no other MSP accounts in Virginia. We provide staff augmentation services to World Bank on a smaller scale, and that account is managed outside the Government Services practice, and not by the VA ITCL account team.</p> <p>We have a dedicated account management team who focuses only on this contract, and will continue to do so. They act daily to ensure that agency needs are fulfilled. The vendor network that is assembled for the VA ITCL contract is also program-centric to support just this contract, with their emphasis on VA needs.</p>
7.	Does your account team receive training to understand the needs of CoVA's specific culture, business requirements and relationships?	Y	<p>CAI provides new Account Manager training to any AMs joining our MSP teams. We conduct weekly team meetings in which informal and formal knowledge transfer takes place. Each AM meets one-on-one with the Program Executive Account Manager; these meetings are designed to bolster the AM's understanding of business requirements, COVA requirements, contract review, and offer opportunities for improving service.</p> <p>Inherent in the fact that we have a team dedicated to working solely on this contract is our team's ability to become intimately familiar with COVA needs.</p>
8.	Do you measure your account team's performance? If so please describe the methods used.	Y	The contract SLAs are how we measure CAI's performance. In other words, the performance of our Account Management Team is directly tied to the SLA and business objectives, not to revenue or profit.

Account Management			
	Requirements	A	B
			<p>Hence we maintain very specific metrics on the AMs and their effect on the SLA components affected by their work. We also have manager-specific and overall team metrics on the results of requisitions, i.e., terminations, resignations, etc. These are part of the account "Dashboard," which presents the various metrics on each person and on the total account. Reviewing the metrics on a monthly basis enables us to focus attention, where needed, on any issues relating to the team's performance.</p> <p>Finally, we conduct electronic surveys throughout the life of the contract. We propose to do them annually. Our account managers are measured on:</p> <ul style="list-style-type: none"> <li>■ Knowledge of Staff Augmentation Policies and Procedures</li> <li>■ Understanding of Technical Environment</li> <li>■ Effectiveness in Properly Categorizing Job Descriptions</li> <li>■ Accessibility and Responsiveness to Calls and Emails</li> <li>■ Submitting Qualified Candidates to Job Requisition(s)</li> <li>■ Overall Account Manager Performance</li> </ul>
9.	Do you keep customers informed of industry direction and trends? If yes, please describe how you will keep VITA informed.	Y	<p>CAI conducts Program Quarterly Review Meetings to our customer in which we present and discuss industry trends. CAI also:</p> <ul style="list-style-type: none"> <li>■ Attends NASCIO</li> <li>■ Attends local events like COVITS, Richmond Technology Council events, DMBE events</li> <li>■ Shares their Deep IT industry understanding of Richmond, VA climate</li> <li>■ Meets weekly with vendors, IT COVA managers, candidates, and stays current with IT happenings</li> <li>■ Reviews ERI data twice annually and compares the results to the current wage rate data that is the core of the rate card</li> <li>■ Shares Information learned from CAI's other state MSP</li> </ul>

Account Management			
	Requirements	A	B
			<p>Programs</p> <p>A copy of a recent Quarterly Report is included in <b>Attachment B: Performance Reports</b>.</p>
10	Does your solution provide ongoing customer communication? If yes, please describe the process and frequency.	Y	<p>Our Program Executive Account Manager spends a day each week in the VITA office. This offers opportunity for communication between your program management and ours. In addition, all of our AMs are available in person, via email, or by phone to respond to customer inquiries. This is one of the primary reasons for maintaining our local AM team. We also have scheduled Quarterly Reviews, as well as ad-hoc calls/meetings where VITA and CAI discuss current topics, issues to resolve, and pending initiatives.</p> <p>Communication to the vendor community is also critical. A weekly requirement status update is sent via Peoplefluent to all vendors providing details on the open requirements as well as upcoming requirements. This allows the vendors the opportunity to change the focus of their efforts based on these updates.</p>
11	Does your solution offer training and/or coaching to customers? If yes, please explain what is provided.	Y	<p>Our solution offers training and coaching to Virginia customers and vendors. As part of implementation, and periodically throughout the year, CAI offers training, either in-class or via webinar, on the use of the contract and on the VMS tool.</p> <p>Our AMs and Help Desk personnel are also available to provide informal one-on-one training to customers and vendors.</p> <p>We also offer vendor sessions to enlighten their staff on the use of the contract and VMS tool.</p> <p>For formal training, we develop, maintain, and provide user guides, customized for the VITA contract.</p>
12	Does your solution include ensuring that customers have effectively defined their requirements and deliverables in their SOR's? If so, describe how this is accomplished.	Y	<p>Our AMs meet with Virginia customers to discuss their project needs regularly - both projects that are active and engaged and new projects that are about to be bid. We often spend a great deal of time assisting the agency upfront with completion of the SOR. The goal is to use the SOR template to capture information as thoroughly as possible, to provide vendors enough info to be able to provide a fixed price bid.</p> <p>With VITA's assistance, CAI has created an SOR template that</p>

Account Management			
	Requirements	A	B
			<p>agencies use as a starting point to use the SOW program. This template is populated, by the agency, with details of their project need. The template is then sent to the CAI AM for review and edit. In most instances, the CAI AM assists the agency at this point, clearly defining aspects of their project. The goal is to have a clearly defined SOR so that once released, vendors can easily understand the project need and respond with a clear solution and fixed pricing. CAI hires AMs that are tenured in professional business skills and knowledgeable of general information technologies and IT service delivery. Our AMs that handle the SOW program have additional training in this line of business. Our AMs can assist in asking project-centric questions that will allow the agency to gather and document additional information that may have been omitted.</p> <p>Since CAI is an IT Services Company, we have a secondary offering available to VITA. Not included with our standard MSP offering, and in addition to the deep Account Management services we currently deliver, we will provide IT Business Analyst skills and personnel, IT Project Managers, and Architects to assist agencies define requirements for their upcoming projects. These services are typically performed through engagements in the Staff Augmentation program at the request of the agency and they may be a full time engagement.</p> <p>For more on this value-add, please see our response to <b>K.1</b> beginning on page 103.</p>
13	Do you have a plan to manage turnover in the account team? If yes, please describe.	Y	<p>In the event that an account manager or administrator leaves the dedicated team, our shared service model of MSP practice is employed immediately to ensure limited to no change in service levels. We have 'virtual' account managers whose services are shared among our MSP clients to accommodate the peaks and valleys inherent in this industry. We will, in this case, utilize these account managers until the local position will be backfilled.</p> <p>In the event an AM exits the team unexpectedly, the EAM will step into the role, with the support of the virtual account team, to fill the gap until a replacement is hired and trained. In the event the EAM exits the team unexpectedly, the MSP Director or another EAM from another state MSP Program will fill the role until a replacement is identified.</p>

Account Management			
	Requirements	A	B
			<p>The CAI EAM and our MSP Director interview candidates frequently, and keep an ongoing pipeline of desirable AM local candidate possibilities. This is useful for planned changeover, or immediate hiring needs. Our EAM has deep local expertise and knows the talented resources in the local area, and is consistently scanning the marketplace for possible team fits.</p> <p>CAI does maintain a Succession Plan for critical positions. We will enact that plan should the Program EAM position be open.</p>
14	Does your solution include outreach and marketing support? If yes, please explain.	Y	<p><b>Vendor Outreach</b></p> <p>CAI has an open door policy for suppliers; our network is currently open to all who meet minimum business qualifications. This is not a matter of opening the door and waiting for them to come, however. We actively pursue vendors across all of our MSP contracts, encourage them to enroll in more than one state, and help them leverage resources across the “global” supply chain.</p> <p>As an example, we have had to actively recruit engineering firms as suppliers for the emerging CADD/GIS positions as well as firms who can provide SOA expertise.</p> <p><b>Marketing Support</b></p> <p>CAI has also provided support for the marketing of the MSP services. We have conducted customer meetings for government entities other than agencies under the Governor’s control to demonstrate the advantages of utilizing the contract. We have provided collateral for VITA and other clients to use in communicating and marketing the MSP contracts. CAI will continue to provide these services as part of our overall Account Management.</p> <p>As part of both vendor outreach and marketing support, CAI Account Management attends and supports many events, such as COVITS, minority business events for DMBE, the local Richmond technology council, Richtech, and state level technology conferences. We ensure availability to localities to provide consultation in using the contract, such as Chesterfield County, the City of Richmond, and City of Suffolk.</p>
15	Do you have a defined escalation path for	Y	The COVA is seeking an MSP vendor to manage all business and HR

Account Management			
	Requirements	A	B
.	customers to escalate issues and problems? If yes, please explain.		<p>issues associated with IT staff augmentation, and we understand our role in resolving all issues with minimal need for direct Virginia involvement. One of our primary objectives in managing the contract is thus to prevent issues from arising by intercepting them before they occur, or to plan mitigation to minimize their impact. Nonetheless, performance, personnel, and other issues related to contract labor can and do arise. When issues impact the performance of a selected candidate, CAI's Program EAM works with all parties to resolve the issue with as little impact on the agency as possible.</p> <p>This narrative describes our escalation plan for the contract. CAI participants include the AM assigned to the agency, our Program EAM, and his/her management. Other participants in issue resolution are the MSP Operations team, including the MSP Help Desk. Our entire team is available to VITA for issue resolution at any time.</p> <p><b>Background</b></p> <p>CAI has gained extensive and in-depth experience administering MSP contracts in multiple states over the past eight years, and we leverage our lessons learned across all accounts. Our extended management team is in weekly communication via teleconference, enabling all team members to share any unusual issues that occur related to staffing, e.g., co-employment, legal, performance, or other HR issues. Many of these occur fully in the background, i.e., without state involvement. When performance issues require us to remove an individual, we coordinate with his/her employer as well as the agency to minimize the drama associated with staff removal. We occasionally intervene between individuals and their employers such as cases where the vendor is late making payroll. The reality of managing a supply chain of labor is that human beings are a special type of "commodity," requiring a different type of management than printers, paper, or office supplies. Our objective in resolving issues is to minimize disruption to the agencies involved, thus allowing them to focus their attention on tasks related to the mission of their organization.</p> <p>We currently process three types of issues, described below. For each type, the narrative describes the participants, CAI (and other) involvement, and how we record and report resolution. We also</p>

Account Management																																							
	Requirements	A	B																																				
			<p>analyze trends in these types of issues as part of quality improvement and implement process changes where appropriate.</p> <p><b>Issue Escalation Plan</b></p> <p>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 onsite at agency offices.</p> <p>For issues unrelated to the software, we have defined separate escalation paths for Virginia 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 Virginia Hiring Manager normally contacts his/her designated AM via telephone or email.</p> <p>We escalate unusual issues to the Commonwealth at the discretion of the CAI Program EAM and CAI Executive Sponsor. Figure 14 shows the escalation path for each type of issue.</p> <table> <tr> <th></th><th>AGENT</th><th>TASK/RESOLUTION</th><th>NOTIFICATION</th></tr> <tr> <td colspan="4"><b>SOFTWARE ISSUES</b></td></tr> <tr> <td>1</td><td>MSP Help Desk</td><td>Provide explanation on the phone or by email.</td><td>Verbally or via email.</td></tr> <tr> <td>2</td><td>MSP Operations Manager</td><td>Review issue, explain resolution to Help Desk.</td><td>Normally verbally; via print if updating process documentation.</td></tr> <tr> <td>3</td><td>Peoplefluent VMS Help Desk</td><td>Research/resolve issue, explain to Operations Manager.</td><td>Email and/or telephone.</td></tr> <tr> <td colspan="4"><b>AGENCY ISSUES</b></td></tr> <tr> <td>1</td><td>CAI Account Manager</td><td>Work with individual staff to resolve issues; remove/replace if necessary; review invoice.</td><td>Verbally or via email.</td></tr> <tr> <td>2</td><td>MSP Operations Manager</td><td>If labor- or billing-related, research and review data.</td><td>Email, normally with attachments.</td></tr> <tr> <td>3</td><td>CAI Executive Account Manager</td><td>Discuss issue with all parties, possibly including MSP managers at other accounts for advice on similar issues.</td><td>Verbally or via email, possibly including meeting in person; additional updates to process documentation if changes occur.</td></tr> </table>		AGENT	TASK/RESOLUTION	NOTIFICATION	<b>SOFTWARE ISSUES</b>				1	MSP Help Desk	Provide explanation on the phone or by email.	Verbally or via email.	2	MSP Operations Manager	Review issue, explain resolution to Help Desk.	Normally verbally; via print if updating process documentation.	3	Peoplefluent VMS Help Desk	Research/resolve issue, explain to Operations Manager.	Email and/or telephone.	<b>AGENCY ISSUES</b>				1	CAI Account Manager	Work with individual staff to resolve issues; remove/replace if necessary; review invoice.	Verbally or via email.	2	MSP Operations Manager	If labor- or billing-related, research and review data.	Email, normally with attachments.	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.
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Account Management						
Requirements		A	B			
			4	CAI Executive Sponsor	Discuss issue with all parties, possibly including Executive sponsors at VITA.	Personal meeting with Virginia stakeholders.
			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.
			2	CAI Account Manager	Review issue and discuss with vendor, if necessary.	Normally verbally; via print if updating process documentation.
			3	CAI Executive Account Manager	Research issue and discuss with vendor, if appropriate.	Via email and/or telephone.
			4	CAI Executive Sponsor	Discuss with staff; intervene with vendor if necessary.	Via email and/or telephone.
			Figure 14: Issue Escalation Plan			
CAI will develop a web based issue form to comply with the above escalation process.						
Examples						
We have a proven track record in resolving issues effectively and quickly. Standard business issues are addressed in the following manner:						
<ul style="list-style-type: none"><li>■ Invoice issues, for Finance, are resolved in two business days</li><li>■ Operations requests, such as providing an ad-hoc report, are completed within two business days, but typically on the same day as the request</li><li>■ Timesheet issues are resolved on the same business day</li><li>■ Contractor performance issues are resolved by the AM on the same business day</li><li>■ Double submittal disputes by a vendor are resolved on the same business day</li><li>■ Questions from Hiring Managers are responded to within two to four hours</li><li>■ For contractor claims not paid by vendor, the investigation</li></ul>						

Account Management			
	Requirements	A	B
			<p>begins within one business day and is resolved as quickly as possible</p> <ul style="list-style-type: none"> <li>■ Vendor payment issues are escalated to the EAM the same day and resolved within one to two business days</li> <li>■ Contractor HR/Performance issue is escalated within one day</li> <li>■ SOW Vendor Performance is resolved within one day</li> <li>■ Any request from Supply Chain Management (SCM) or a COVA Executive receives immediate attention from the EAM</li> </ul> <p>The following are actual examples of how we resolved issues. These examples demonstrate our real, live, hands-on experience in resolving a wide variety of issues facing an MSP:</p> <ul style="list-style-type: none"> <li>■ SCM requested an Operation Plan. The Executive AM and VITA worked together to identify items, tasks, and initiatives to be included in the plan for the upcoming fiscal year. Once the items were identified and the draft was complete, CAI's EAM escalated it to the MSP Director and Managing Director of State Government. Delivery of stated tasks were confirmed, and the EAM built a draft calendar with the delivery timeline, working with subject matter experts (HR, Operations, SOW team) to ensure a reasonable delivery schedule. A final draft was then presented to VITA for final review and approval.</li> <li>■ Background Check Issues. Our CAI AM occasionally receives background checks from vendors with questionable items listed. She escalates the issue to the EAM. If needed, the EAM seeks a second opinion from CAI's HR team. A decision is made either that the contractor can or cannot be hired, and the AM alerts the vendor and the Agency Hiring Manager of the decision. This entire cycle is completed within one business day.</li> </ul>

Account Management											
	Requirements	A	B								
			<ul style="list-style-type: none"><li>■ Unsatisfactory SOW Deliverable. An Agency Manager may call with a complaint that the vendor has marked a deliverable complete, but the Manager is not satisfied with the work product. CAI’s SOW AM works with the agency to discuss the problem, and then talks to the vendor. If the issue is large or requires mitigation, the issue is escalated to the EAM for advice and assistance. A plan is determined and the team moves forward to resolution. If the issue is alarming or cannot be resolved, CAI’s MSP Practice management is notified of the risk, and they participate in finding a suitable resolution for the agency.</li></ul>								
16	Will you provide regularly scheduled contract review meetings? If yes, please describe the elements and issues that are included in these discussions.	Y	<p>CAI will continue to meet with the VITA and other program stakeholders on a quarterly basis, or upon request, onsite in Richmond. In these meetings we will review contract utilization, MSP performance metrics, industry best practices, performance of the supplier network, market trends, and other business and strategic issues that affect the contract. Through our Quarterly Report, we will present our analysis of contract issues, and any relevant practices from our other state clients. This is also a time to conduct a performance checkpoint and make recommendations for improvement.</p> <p>CAI will produce the quarterly report in the format of Microsoft PowerPoint slides, Business Objects reports, and/or a full narrative document. A sample of a recent Quarterly Report is supplied in <b>Attachment B: Performance Reports</b>.</p> <p>Representative topics of the quarterly report can include any of those listed in Figure 15.</p> <table><tr><th>TOPIC</th><th>COMMENTARY</th></tr><tr><td colspan="2">Contract Utilization</td></tr><tr><td>Job/Levels/Skills</td><td>Review most-requested titles across agency usage and evaluate how they align (or do not align) with Virginia strategy. For example, some agencies may utilize contractor staff primarily for programming, while others will utilize a variety of Senior level resources. Review the usage of the exception category to determine trends in usage</td></tr><tr><td>Named Resources</td><td>If desired, we will support Virginia oversight of contract usage of named resources; over the life of the contract, we propose to evaluate its use to determine trends and present recommendations.</td></tr></table>	TOPIC	COMMENTARY	Contract Utilization		Job/Levels/Skills	Review most-requested titles across agency usage and evaluate how they align (or do not align) with Virginia strategy. For example, some agencies may utilize contractor staff primarily for programming, while others will utilize a variety of Senior level resources. Review the usage of the exception category to determine trends in usage	Named Resources	If desired, we will support Virginia oversight of contract usage of named resources; over the life of the contract, we propose to evaluate its use to determine trends and present recommendations.
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Account Management																																
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			<table><tr><td>Tenure</td><td>Peoplefluent VMS is configured to track the tenure of specific individuals across engagements. This will allow for tracking and reporting on Virginia tenure of individuals as well as tenure within a particular agency.</td></tr><tr><td>Virginia Employees</td><td>Resources hired by Virginia, or targeted for hire.</td></tr><tr><td colspan="2">MSP Performance</td></tr><tr><td>Service Level Agreements</td><td>Performance against the SLAs for those engagements and requirements bound to the agreements. This topic will also include a listing of those requirements designated by the States as exempt from the SLA measurements.</td></tr><tr><td colspan="2">Supplier Performance</td></tr><tr><td>Network Performance</td><td>Presentation and discussion of dashboards and analysis of the supplier performance and awards by tier including the performance of Virginia-based suppliers. This section will also include discussion of vendor enrollment for periods where the enrollment was open.</td></tr><tr><td colspan="2">Market Trends</td></tr><tr><td>Wage Review</td><td>Review the most recent wage data as compared to the wage data currently in use by the State. Review those findings against the additional program metrics to evaluate the health of the rate card.</td></tr><tr><td>Technology</td><td>Report and discuss the usage of technologies in the required skills both to evaluate Virginia usage against industry-wide usage as it relates to supply and demand, and how that usage will affect the rate card.</td></tr><tr><td>Upcoming Initiatives/ Budget Projections</td><td rowspan="2">If appropriate, we will 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.</td></tr><tr><td>Supplier Communications</td></tr><tr><td colspan="2">General Program Activity</td></tr><tr><td>Invoicing</td><td>Track and discuss any bottlenecks of unpaid or overdue invoices, as well as recommend potential process improvement.</td></tr><tr><td>Targeted Savings</td><td>Discuss any new strategic initiatives or goals; our intent is to align the contract exactly with Virginia Executive policy based on evolving strategy.</td></tr><tr><td>Surveys</td><td>Discuss findings from user surveys and identify items for improvement.</td></tr></table>	Tenure	Peoplefluent VMS is configured to track the tenure of specific individuals across engagements. This will allow for tracking and reporting on Virginia tenure of individuals as well as tenure within a particular agency.	Virginia Employees	Resources hired by Virginia, or targeted for hire.	MSP Performance		Service Level Agreements	Performance against the SLAs for those engagements and requirements bound to the agreements. This topic will also include a listing of those requirements designated by the States as exempt from the SLA measurements.	Supplier Performance		Network Performance	Presentation and discussion of dashboards and analysis of the supplier performance and awards by tier including the performance of Virginia-based suppliers. This section will also include discussion of vendor enrollment for periods where the enrollment was open.	Market Trends		Wage Review	Review the most recent wage data as compared to the wage data currently in use by the State. Review those findings against the additional program metrics to evaluate the health of the rate card.	Technology	Report and discuss the usage of technologies in the required skills both to evaluate Virginia usage against industry-wide usage as it relates to supply and demand, and how that usage will affect the rate card.	Upcoming Initiatives/ Budget Projections	If appropriate, we will 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 Virginia Executive policy based on evolving strategy.	Surveys	Discuss findings from user surveys and identify items for improvement.
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17	Does your solution include an annual planning and objective setting process? If so, please describe.	Y	<p>CAI performs an annual planning session of the VA ITCL Program in January, to review and set team goals for the dedicated Program team.</p> <p>In July, CAI and VITA prepare an Operational Plan that builds a framework for items we'd like to accomplish and commit focus to in the new fiscal year. This Operational Plan is prepared by VITA's SCM manager and CAI's EAM.</p>																													
18	Does your solution ensure customer satisfaction? If yes, please describe how	Y	<p>The CAI account team reviews and analyzes the results of the three separate online surveys for trends and areas for improvement. These</p>																													

Account Management			
	Requirements	A	B
	you measure the customer's satisfaction, and provide examples from other accounts.		<p>fall into three categories:</p> <ul style="list-style-type: none"> <li>■ <b>Staff Augmentation</b> <ul style="list-style-type: none"> <li>■ An online survey form is sent after the first month of an engagement. This survey provides information on early detection of issues with misplaced resources.</li> <li>■ An online survey form is sent after the end of an engagement. This survey measures how well the resource performed, which is an indication of a good skills match, quality of work delivered, and customer satisfaction with the hiring process.</li> </ul> </li> <li>■ <b>Annual Performance Survey</b> <p>This survey is sent to Peoplefluent Agency users, to provide feedback on the overall program. Sample of past questions asked were on topics such as: how many résumés received is most beneficial, how many interviews desirable prior to making decision, days to receive résumés adequate (Round 1).</p> </li> <li>■ <b>SOW</b> <p>A survey is sent to the agency at the end of the project engagement, once all billing is finalized, to receive feedback on the vendor performance, program feedback, and overall ease of use of the SOW program.</p> <p>CAI proposes adding a survey that will also go out to vendors to inquire about their experiences using the program, if the information received on the SOR matched the end project deliverable, and overall success in providing SOW services to the Commonwealth.</p> <p>All issues related to performance and client satisfaction are in turn reviewed, monitored, and reported as necessary.</p> </li> </ul>

Figure 16: Responses to Account Management

**H. H. Continuous Improvement and Risk Reduction**

<b>Continuous Improvement and Risk Reduction</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does your solution include analysis and recommendations of ways the Commonwealth can reduce independent contractor risks? If yes, please describe.	Y	<p>By using an MSP to manage the broad range of agency needs, supplier base, and contingent laborers, the state is taking a strong step in reducing independent contractor risks. By allowing all contractors to work through the program, and through CAI, the state is limiting Independent contractor risk.</p> <p>CAI has vendor qualifications that must be met prior to enrollment into our program. These qualifications include a W-9, subcontractor agreement, and insurance certification all adding layers of protection for engagement.</p> <p>With assistance from VITA, CAI can create additional language and communications to our vendor community on independent contractor compliancy issues and definitions. This Independent Compliance policy will be updated as industry and program changes occur.</p>
2.	Does your solution assist CoVA in identifying and quantifying cost savings? If yes, please explain.	Y	<p>During the Quarterly Business Review, CAI will meet with COVA stakeholders and review the purchasing trends within the program, the most current wage data built according to the methodology, the performance of the vendor networks including levels of candidate submissions, and SLAs. We'll also discuss the quality of service as it relates to the metrics, review agency feedback on the program, and assess the Account Management feedback on candidate quality. Each of these elements will be evaluated and discussed to make a judgment on the health of the program.</p> <p>Cost savings can be identified by examining enterprise-wide purchasing trends, and identifying patterns that will show the need for more specific job categories. Those categories can be added to the program and in most cases the rate will be tailored to the position and technology and offer a savings.</p> <p>Examples of this kind of reporting are presented in <b>Attachment B: Performance Reports</b>.</p>
3.	Does your solution assist CoVA in identifying and quantifying process improvements? If yes, please explain.	Y	<p>Although the core framework for our program does not change often (VMS tool selection, service offerings), there are monthly modifications that occur to the delivery within our program. These changes are due to constant and consistent process review with the intent to improve</p>

			<p>operations.</p> <p>The MSP team holds a weekly meeting to review and document issues and needs within the program. A core agenda is documented each weekly meeting, and is updated as changes are made to the program to meet the desired outcomes. Changes needed are also identified and documented from Quarterly Reviews, survey responses, and Operational Review preparation. Lessons learned are captured from all major events, to promote efficiency and improvements that can be shared across our MSP practice. Examples of ongoing process improvement:</p> <ul style="list-style-type: none"> <li>■ SLA review</li> <li>■ ERI rate review</li> <li>■ Peoplefluent: system upgrades, program-level configuration changes, field name changes &amp; additions, new and existing reporting capabilities, data extraction</li> <li>■ MSP Operations</li> <li>■ Program Delivery</li> </ul> <p>For example, CAI was interested in tracking particular vendor activity, i.e., requests for interviews that were not able to be confirmed and starts that were not confirmed. We were able to quickly modify some open fields in Peoplefluent to capture our notes on the topic, enabling us to begin looking at trends and vendor activity. This need was identified and completed within two days.</p>
4.	Does your solution assist CoVA in detecting fraudulent activity occurring in the program? If yes, please explain.	Y	<p>By having an enterprise viewpoint of workforce management, particularly both staff augmentation and SOW, the MSP can view vendor and contractor activity at a program level. This allows for tight process controls and management of enrollment activity, engagement activity, time entry, invoicing, and budget control.</p> <p>The history of all transactions is stored and reportable via Peoplefluent. CAI is able to monitor trends through this data monitoring.</p> <p>An instance of fraudulent activity could be:</p> <ul style="list-style-type: none"> <li>■ history of named requests for vendor/agency</li> <li>■ time entry: contractors billing on multiple engagements</li> </ul>

			<p>across staff augmentation and/or SOW deliverables. CAI can view all time viewed by contractor name, across the program. This means that if a resource is providing services at multiple agencies, but billing high numbers of hours daily/weekly, we can flag this and request clarification from the contractor/vendor.</p> <ul style="list-style-type: none"><li>■ vendors inflating candidate's skills and/or experience</li></ul>
5.	Does your solution include disclosure of resource wage rate? If yes, please describe how that data is captured and maintained.	Y	<p>The below requirement will be implemented only after a written request from VITA.</p> <p>CAI's rate methodology relies on localized wages. That data can be made available to stakeholders and agency users as estimates on what resources are typically paid for specific positions.</p> <p>Actual wage data for an individual resource will be reported through Peoplefluent at the time of candidate submission. While we do not use this field now, it is a field that is available; we will need to configure Peoplefluent to use it during implementation.</p>

Figure 17: Responses to Continuous Improvement and Risk Reduction

**I. I. Reporting**

<b>Reporting</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does your solution include user access to data and reporting, including ad hoc user reporting? Please describe, including any business analytical tools provided.	Y	<p>Peoplefluent VMS includes a Business Intelligence Platform, powered by Business Objects Xi, a market leader in analytics.</p> <p>There is no restriction on capability - users take advantage of advanced editing capabilities to modify existing reports or to create new reports through ad hoc reporting for themselves or to be shared throughout the organization. While creating, sharing, presenting, and distributing mission critical information, users can leverage a variety of intuitive, fast, and user-friendly reporting capabilities, including:</p> <ul style="list-style-type: none"> <li>■ Portal interface to share and present data</li> <li>■ Easy modifications to report result set</li> <li>■ User-based calculations and aggregations</li> <li>■ Printer-friendly reports</li> <li>■ Advanced graphical presentation in 2D and 3D format</li> <li>■ Advanced filtering and sorting</li> <li>■ Excel export capability</li> <li>■ Prompted reports for specified results</li> </ul> <p>Unlike other VMS applications whose reporting is based on an overnight backup of production data, the reporting database within Peoplefluent VMS is a copy of production data, updated in near real-time. All contract data is available – no data is archived.</p> <p>This narrative discusses reporting from the standpoint of standard reports and ad hoc reporting, as well as CAI-internal reports used to manage the contract. Samples of many reports are separately attached in <b>Attachment C: Peoplefluent VMS</b> and <b>Attachment D: Sample Reports</b>.</p> <p><b>Standard Reports</b></p> <p>Over the past eight years, CAI has augmented a number of standard reports for automatic delivery to agency users under our MSP contracts, and these are available to Virginia. The tables below list the</p>

Reporting																																											
	Requirements	A	B																																								
			<p>most frequently used reports needed by our agencies for analysis and reporting; several of them can be directly executable as ad hoc reports.</p> <table><tr><th>AGENCY REPORTS</th><th>DESCRIPTION/USAGE</th></tr><tr><td colspan="2">STANDARD AGENCY REPORTS</td></tr><tr><td>Active Requisitions Report by Agency</td><td>Lists active requisitions as of run date for an agency.</td></tr><tr><td>Active Vendor List for Agencies</td><td>Lists all active vendors and their TSB status.</td></tr><tr><td>Engagements by Agency Report</td><td>Lists engaged candidates as of run date for agency.</td></tr><tr><td>Invoice Summary by Agency Report</td><td>Used to validate CAI invoice for a specified agency.</td></tr><tr><td>PO Limit Audit Report</td><td>Tracks remaining spend on PO for an agency.</td></tr><tr><td>Spend by Agency Report</td><td>Lists spend by PO for an agency for a time period.</td></tr><tr><td>Timesheet Detail Report</td><td>Lists all timesheets for a specified week and highlights those still needing approval.</td></tr></table> <p>Figure 18: Standard Agency Reports List</p> <table><tr><th>TREND REPORTING</th><th>DESCRIPTION/USAGE</th></tr><tr><td>Average Bill Rates</td><td>Tracks the bill rates.</td></tr><tr><td>Average Candidate Submittals</td><td>Tracks the number of submittals for the prior year, six months, and three months.</td></tr><tr><td>Average Time to Fill</td><td>Tracks the time it takes to fill a position from when it was sent to the vendor network.</td></tr><tr><td>DBE - Engagements by Month</td><td>Tracks number of DBE candidates engaged.</td></tr><tr><td>Engagement - Candidate Statistics</td><td>Provides statistics on engaged candidates - when submitted, score, time to hire.</td></tr><tr><td>Length of Engagement</td><td>Tracks the tenure of engagements.</td></tr><tr><td>Active Vendor List for Specified State</td><td>Lists the number of vendors whose home office is a specified state.</td></tr></table> <p>Figure 19: Trends Report List</p> <table><tr><th>ACCOUNT MANAGER REPORTS</th><th>DESCRIPTION/USAGE</th></tr><tr><td colspan="2">ACCT MANAGER REPORTS</td></tr><tr><td>Active Requisitions Report</td><td>Lists all details of all active requisitions.</td></tr></table>	AGENCY REPORTS	DESCRIPTION/USAGE	STANDARD AGENCY REPORTS		Active Requisitions Report by Agency	Lists active requisitions as of run date for an agency.	Active Vendor List for Agencies	Lists all active vendors and their TSB status.	Engagements by Agency Report	Lists engaged candidates as of run date for agency.	Invoice Summary by Agency Report	Used to validate CAI invoice for a specified agency.	PO Limit Audit Report	Tracks remaining spend on PO for an agency.	Spend by Agency Report	Lists spend by PO for an agency for a time period.	Timesheet Detail Report	Lists all timesheets for a specified week and highlights those still needing approval.	TREND REPORTING	DESCRIPTION/USAGE	Average Bill Rates	Tracks the bill rates.	Average Candidate Submittals	Tracks the number of submittals for the prior year, six months, and three months.	Average Time to Fill	Tracks the time it takes to fill a position from when it was sent to the vendor network.	DBE - Engagements by Month	Tracks number of DBE candidates engaged.	Engagement - Candidate Statistics	Provides statistics on engaged candidates - when submitted, score, time to hire.	Length of Engagement	Tracks the tenure of engagements.	Active Vendor List for Specified State	Lists the number of vendors whose home office is a specified state.	ACCOUNT MANAGER REPORTS	DESCRIPTION/USAGE	ACCT MANAGER REPORTS		Active Requisitions Report	Lists all details of all active requisitions.
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Reporting				
	Requirements	A	B	
			Candidate Evaluations	Summarizes Peoplefluent VMS evaluations entered for engaged candidates.
			Candidate Internal Comments	Lists comments input in Peoplefluent VMS for a candidate.
			Chase Report - Detail	Shows active requisitions and candidates submitted.
			Chase Report - Summary	Summarizes active requisitions; no candidate detail.
			Roll Off Report	Lists candidates with engagements ending within 30 days.
			Dashboard – Vendor	Details of vendor activity: submittals, placements, scoring.
			Engaged Candidate Report	Lists current engaged candidates and engagement details.
			Engaged Candidates by Agency (PO Detail)	Lists current engaged candidates and their PO detail.
			Engagement Budgeted Hours by Vendor	Shows the hours budgeted for engaged candidates for a specified vendor.
			Engagement End Dates Based on Hours Remaining	Shows engagement end date based on remaining hours rather than the actual end date.
			Engagements by Candidate with spend	Lists the spend by candidate on an engagement.
			Engagements by Vendor	Summarizes engagements by vendor.
			Requested Skills	Lists all requisitions which contained a specified skill.
			Figure 20: Account Manager Reports List	

Reporting																																									
	Requirements	A	B																																						
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Figure 21: Custom Peoplefluent VMS Reports Developed for Our Clients

Figure 21: Custom Peoplefluent VMS Reports Developed for Our Clients

Reporting			
	Requirements	A	B
			SOW REPORTING
			DESCRIPTION/USAGE
			<p>VA SOW Milestone Tracking</p> <p>Details the status of the milestones associated with each active project, including due dates. Overdue milestones are highlighted.</p> <p>VA SOW Milestone Tracking Dump</p> <p>Excel file with milestone data which is used to upload to agencies' project tracking systems.</p> <p>Outstanding Milestone Approvals</p> <p>Reports on any milestones that have been submitted by the vendor but have not yet been approved by the agency. The CAI Account Manager uses this report to follow up with the agency to ensure there is not an issue with the milestone.</p> <p>Approved Milestones</p> <p>Reports on all milestones that had been approved in the previous week. CAI Operations uses this report to ensure all approved milestones were invoiced in a timely manner.</p>

Figure 22: Milestone Tracking Reports

### Ad-Hoc Reporting

Peoplefluent VMS utilizes the SAP Business Objects XI (BOXI) software. The reporting database is a copy of production data, updated in near real-time. It serves as a repository for all contract data, available for extended analysis, data mining, and SLA reporting. All contract data is available – no data is archived. All requirement, candidate, engagement, and timesheet history is stored within Peoplefluent VMS and is available for reporting.

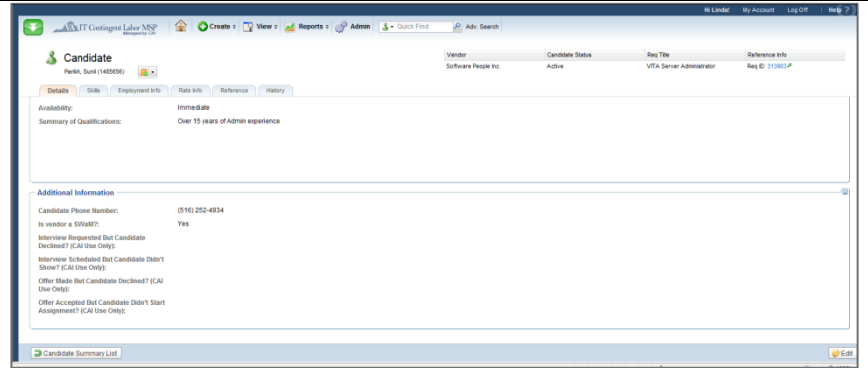
Ad-hoc reports can be delivered in multiple formats, including Microsoft Excel files, portable document format (PDF) files, or in comma-separated values (CSV). Reports can be scheduled for automatic delivery to the Virginia agency or run as needed. Virginia agency users also have direct access to BOXI to execute reports and create new ones.

We are also happy to develop additional reports for any Virginia executive or agency, based on changing requirements. For example, our most recently added report was created in response to requirements for separately reporting requisitions funded through the American Recovery and Reinvestment Act (ARRA).

	Requirements	Reporting	
		A	B
			In addition to the Ad-hoc reporting available via Business Objects, data extracts can be done directly from the summary data list pages with the application. For example, a hiring manager can view all of his/her engaged resources on the Candidate Summary page and export that data to an Excel spreadsheet for further data analysis.
2.	Does your solution generate program performance reports that supports service level agreements? If yes please describe.	Y	<p>Performance reports are generated for our quarterly reviews, or they can be generated upon request. These reports focus on SLAs, presenting performance against the SLAs for those engagements and requirements bound to the agreements. They will also include a listing of those requirements designated by the Commonwealth as exempt from the SLA measurements.</p> <p>We run weekly and monthly Reports that are used for internal management of the program to include: weekly dashboard of activity, chase report that shows all SA requirements, Milestone Tracking Report, PO Audit report, and ITCL Summary Report.</p> <p>Samples of a recent Quarterly Report and other performance reports are included in <b>Attachment B: Performance Reports</b>.</p>
3.	Does your solution generate subcontractor performance reports? If yes, please describe.	Y	<p>We refer to these reports as Network Performance. They are a presentation of dashboards and analysis of the supplier performance and awards by tier including the performance of Virginia-based suppliers. These reports also include discussion of vendor enrollment for periods where the enrollment was open.</p> <p>Samples of these reports can be found in <b>Attachment B: Performance Reports</b>.</p>
4.	Does your solution generate past due milestone reports? If yes, please describe.	Y	<p>A Weekly Milestone Tracking report is delivered each week to the CAI AMs. The report includes alerts on any milestones which are past due. The EAM and the AMs meet to discuss the results of this report, and actions and escalation needed. A sample of this report can be found in <b>Attachment D: Sample Reports</b>.</p>
5.	Does your solution provide alerts? If yes, please describe the capabilities.	Y	<p>Peoplefluent VMS supports a full range of alerts and actions based on configurable triggers in the process. Users receive informative notices of actions and directions on what to do next. Hot links within the notifications bring the user directly to the page requiring action, further</p>

	Requirements	Reporting	
		A	B
			enhancing productivity.
6.	Does your solution provide reports on resource utilization? If yes, please describe.	Y	<p>CAI developed our PO Audit report in order to track the utilization of each engaged resource. This report enables the CAI AM and Operations team to track the remaining spend and engagement end date for each resource. There are alerts on the report which highlight any resource who is nearing the limit on the funding from their Purchase Order or who is nearing the end date of the engagement. With this information the AM is able to proactively work with the agency to secure more funding or confirm disengagement details.</p> <p>Various other ITCL specific reports have been developed which give executive level insight into the contract utilization across all agencies. Top agency, vendor, and job title spend are just some of the data that is provided to our VA executive sponsors for complete transparency into the usage of the contract. A favorite report that is heavily used is our Weekly VA ITCL Requirement Summary Report; it provides a program level snapshot of open, engaged, and completed engagements across both Staff Augmentation and SOW.</p> <p>A sample of these reports can be found in <b>Attachment D: Sample Reports</b>.</p>
7.	Does your solution provide expense reimbursements reports? If yes, please describe.	Y	<p>Expenses are only reimbursable to resources under the contract when submitted in Peoplefluent and then approved by an agency user. The process is similar to timesheet approval and to that extent, similar type reporting is available. Extracts can pulled directly from the Expense Summary Page and exported to Excel. More detailed reporting on expenses can be done via the Business Objects Reporting tool.</p> <p>A sample of this report can be found in <b>Attachment D: Sample Reports</b>.</p>
8.	Does your solution provide trending reports? If yes, please describe including level of detail.	Y	<p>Effective financial management and control requires business intelligence capabilities that go beyond transaction reporting alone and enable in-depth analyses such as spend forecasts, budget modeling/projections, vendor competitiveness, and examination of transactions processed outside of the defined control objectives. Trending of spend by job titles enables the Commonwealth to analyze needs for changes in their technology. Trending in resource usage by</p>

	Requirements	Reporting	
		A	B
			<p>agencies enables the Commonwealth to analyze their use of contingent labor and possibly implement changes in hiring policies. Trending in engagement lengths enables the Commonwealth to analyze possible co-employment issues. Trending in resource attrition enables CAI to provide suggestions in changes to the rate cards. All of this trend reporting and more can all be accomplished through the Business Objects reporting capabilities.</p> <p>A sample of these reports, such as the ITCL Dashboard, can be found in <b>Attachment D: Sample Reports</b>.</p>
9.	Does your solution provide measurement of key performance indicators (if yes please provide details for each), such as:	Y	<p>The key performance indicators measured include our SLAs as well as customer satisfaction, and vendor performance indicators. Please refer to <b>Exhibit B to the Contract</b> for a listing, definitions, and methods of measurement of our proposed SLAs.</p> <p>We utilize Business Objects reporting to produce our SLA metrics to ensure CAI is meeting all of our contractual obligations as well as other reporting tools to measure satisfaction.</p> <p>The ability to easily add custom fields to Peoplefluent VMS allows CAI to capture the data that is needed to measure the current KPIs under the contract as well as to easily measure new KPIs.</p>
9. a)	Customer Satisfaction (e.g. sponsor and subcontractor ratings),	Y	Resource satisfaction is measured through candidate surveys completed by hiring managers within Peoplefluent as well as the trending of performance removal statistics.
9. b)	Quality (e.g. measuring the % of resources that do not show up for work, % of resources who do not show up for interview, % of hiring managers trained for the staff aug and SOW process),	Y	These data points are all captured within Peoplefluent and are reportable.

Reporting			
	Requirements	A	B
			 <p>Figure 23: Candidate Quality</p> <p>Note: A larger image can be found in <b>Attachment C: Peoplefluent VMS</b>.</p>
9. c)	Delivery (e.g. Staff aug and SOW total cycle time, timeliness of reporting),	Y	All transactions are date/time stamped which enables reporting on various cycle time metrics.
9. d)	Audit Compliance (e.g. audits of compliance with screening, background checks, proof of insurance, time card accuracy).	Y	<p>The Peoplefluent VMS Compliance Manager module will assist the Commonwealth with risk management and mitigation for the contingent workforce, allowing for management of position-specific documentation, certifications and onboarding/offboarding tasks.</p> <p>Configurable tasks can be assigned to the suppliers in the form of a workflow in the Compliance Manager module. Tasks that are created can have corresponding alerts, which are entirely configurable to time-based events. Dashboard analytics are available for these tasks. Each task can have its own characteristics including due date, owner, task name, status, date conducted, date completed, expiration of requirement date, certification number, valid locations fields, pass/fail, comments, and alerts. Alerts can also be sent out multiple times, such as upon candidate submittal, five days prior to start, 10 days post hire, etc.</p> <p>All alerts, notifications, and task needs can be sent, tracked, and maintained in the system. Everything from tracking equipment assignments and security clearance through screening and qualification</p>

	Reporting		
	Requirements	A	B
			requirements can be automated and controlled to ensure you are protecting your company's assets and brand while ensuring that your contractors and consultants are productive from day one.

Figure 24: Responses to Reporting

**J. J. Pricing Methodology**

*The pricing of resources to CoVA should reflect the market price for labor based on the skills, experience, market supply and demand conditions at the time of each engagement. The MSP is expected to develop the subcontractor network that will provide the resources and implement processes that ensure the maximum benefit to the Commonwealth from competition among its subcontractors. The basis for the staff augmentation engagement is a not to exceed rate card for each job classification and experience level.*

Pricing Methodology			
	Requirements	A	B
1.	Does your solution provide a supplier-funded, market based pricing model? If yes, please describe the structure of your pricing model, including the market labor index. Please explain how you ensure that the pricing reflects the current market labor rate for IT skills.	Y	<p>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 the Economic Research Institute (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. The approach to pricing is a critical success factor for maximizing the results toward a steady supply of qualified resources to COVA.</p> <p>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 over eight years of government MSP service, we have found the ERI data to be extremely accurate for estimating salaries by position description and geographic location.</p> <p>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.</p> <p>It is upon this vendor rate, or labor rate per hour, that the MSP service fee is applied and becomes the bill rate to COVA. 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.</p> <p>CAI analyzes the ERI data and makes recommendations to COVA regarding increases or decreases to the contract rates. The final</p>

Pricing Methodology			
	Requirements	A	B
			decision on changes to rates rests with the Commonwealth; CAI adheres to those decisions. We will continue to conduct these reviews on a frequency acceptable to the Commonwealth.
2.	Does your solution include rate cards? If yes, please explain how the rate cards are developed so that CoVA can attract quality resources.	Y	<p>Our rate card is supplied in <b>Exhibit F to the Contract</b>.</p> <p>The largest component of IT labor is the wage/salary paid to the individual. By ensuring that the wage rate is accurate, we can be confident that the candidates are being paid appropriate wages and are less likely to resign to take another position for more money.</p> <p>CAI uses salary data from ERI as a means of determining baseline costs. 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. Based upon our experience in multiple states, we have found the ERI data to be extremely accurate for estimating salaries by position description and geographic location.</p> <p>ERI data covers over 5,800 jobs that have been studied over time, many since 1967. Analyses are derived from millions of data points gathered from digitized public records including the US SEC, OCR of US IRS returns, ERI Salary Survey's patented online surveys (78 U.S. industries in five countries), and licensed UK, Canadian, and U.S. salary surveys and datasets. This data is more accurate than the salary calculators on Internet job sites; those sites are publishing candidates' desired salaries, including commercial contract benefits and bonuses.</p> <p>The ERI model allows for extremely complex stratification for wage data, appropriate for the multiple job categories required by the Commonwealth of Virginia under this contract. It is updated quarterly for each U.S. metropolitan area, including Richmond and Northern Virginia. For any job category, it breaks down local wages by percentile (10th through 90th) and years of experience. This is the core data we use for all our MSP services, including any pricing changes over the life of a contract. Our clients need an accurate, unbiased means of detecting and acknowledging changes to the wages that are the basis for an MSP contract; the ERI provides it.</p>

Pricing Methodology			
	Requirements	A	B
			<p>In addition to utilizing local wage data to build the reliable, best-value pricing, the Commonwealth will realize additional savings by standardizing the workflow. During implementation, CAI will work with VITA make any adjustments to align the candidate recruiting process with the procurement process. Aligning this process to insure the job requirements are fully approved and funded before the positions are released to the vendor network results in a greater success rate in placements, since the candidate won't have to wait for the funding to be approved before starting work. Vendors, too, will have the assurance that positions released through the process will be filled in the candidate's window of availability because funding and approvals are in place.</p> <p>Because CAI is performing quality control on each job requirement and phone screening each candidate, the Commonwealth managers need only perform the technical interviews to find the candidate that is the best match for the position. They don't need to work with individual vendors, negotiate contracts, scope individual job requirements for each vendor, find résumés, manage the response, screen candidates, and hope to find a selected candidate while the candidate is still available. The Account Management screening process not only serves a crucial quality control function but it also streamlines the process for COVA managers and provides time savings for the Commonwealth.</p>
3.	Do you have an established process to update rate cards? If yes, what factors would cause a rate to change? Please explain the process for rate card adjustments.	Y	<p>Because we utilize specific eDOT job classifications, number of years experience, and percentiles for each rate, we are able to construct a rate comparison each quarter when the wage data from ERI is updated. While we perform quarterly comparisons, we typically present these comparisons to VITA every six months, or upon demand.</p> <p>If our wage rate comparison shows a significant shift, either up or down, in the wages upon which rates are based, we will include our findings and recommendations in our quarterly review. If COVA chooses to follow our recommendations, we will work with you to follow change control for this contract, and we will amend our rates within Peoplefluent and on the contract portal. We will prepare and send communications of the changes to the vendor network, all with the</p>

Pricing Methodology			
	Requirements	A	B
			<p>appropriately coordinated timing.</p> <p>There have been occasions when our clients have asked us to make adjustments in rates, or to add job titles, to accommodate changing resource needs. In this case, we research ERI, establish a basis for the prevailing wage rate and build our rates on it. We will then make the recommendations to the client, and follow the rest of the tasks described in the previous paragraph.</p>
4.	Does your solution support fixed price SOW? Please explain your pricing model and how you ensure competitive pricing.	Y	<p>For COVA, CAI is currently providing full service MSP SOW support for fixed priced SOWs. Peoplefluent supports this line of business. CAI proposes to charge a fee for MSP related tasks that is embedded in the cost of the project. CAI's AM, after working with the agency to complete the SOR template, releases the SOR to the approved vendors for bid, and forwards the SOW responses to the agency at the end of the bid cycle for the Agency Manager to review. This SOW template is built to ensure that vendors must respond with bids that are fixed priced, deliverables based only. Currently, our program only allows for fixed priced project delivery.</p> <p>We have an internal goal to receive three responses per in-process SOW released, to provide the agency with several bids to review. This promotes competition, and gives the agency several solution options from which to choose. We have received as many as eight responses on a bid.</p>
5.	Does your solution support time and materials SOW? Please explain the pricing model and how you ensure competitive pricing.	Y	<p>The below requirement will be implemented only after a written request from VITA.</p> <p>Our Solution includes a business process where agencies can issue SOW Requisitions to a pre-qualified network of suppliers who respond with Statements of Work to perform the fixed price work at competitive pricing.</p> <p>The agency retains full control over the selection of the winning supplier and retains the authority to select the most price competitive response.</p> <p>The Suppliers include the MSP fee in their pricing and the MSP fee consists of a fixed percentage that includes the cost of Peoplefluent as</p>

Pricing Methodology			
	Requirements	A	B
			<p>well as the administrative fees associated with administrative oversight insurance the risk associated of the MSP.</p> <p>We can adapt the process within the Peoplefluent SOW function to allow for timesheet submittal and T&amp;M SOWs.</p>
6.	Do you have experience using the proposed pricing methodology for other customers? If yes, please describe how the rates fluctuated and how often changes are made.	Y	<p>We use the process of deriving wage rates for all of our MSP contracts; all of our rates are based on ERI data, with a markup for vendor expenses and CAI's overhead.</p> <p>What differs from contract to contract are the specific eDOT codes, years experience, and percentiles used for each contract's unique job titles. With our model, we can be flexible to meet the variances in supply and demand for each client while following a well-tuned, empirical process in each case.</p>
7.	Do you currently use different pricing methodologies for other customers? If yes, please explain the other models and include why you chose the proposed model over other options.	Y	<p>The MSP pricing methodology used in our State Government programs is common to each of our eight states; but the elements of the methodology vary to produce the best value for each of the individual programs.</p> <p>For instance, the State of Maine relies on a regional blend of wage rates as the basis for their rate card, because their "local" market includes several different localities. The MSP fee includes similar elements in each program but those elements are adjusted to match volumes and program levels.</p> <p>The proposed model has performed successfully over more than 9,000 engagements across eight states. It has enabled savings for programs with savings mandates and it has afforded strong supplier participation, particularly across small and local businesses. Our time-tested pricing methodology has proven flexible enough to meet market demands across economic changes, as well as changes in candidate supply and demand. Over time and across eight programs, this methodology has supported delivery within SLA compliance as well as high customer satisfaction ratings.</p>
8.	Do you have a formal process for performing benchmarking of current market conditions for candidate availability	Y	CAI compares the base wage rates used to derive our rates to the client on a quarterly basis. We track rate data and monitor trends based on these quarterly comparisons.

	Pricing Methodology		
	Requirements	A	B
	and rates? If yes, please describe.		

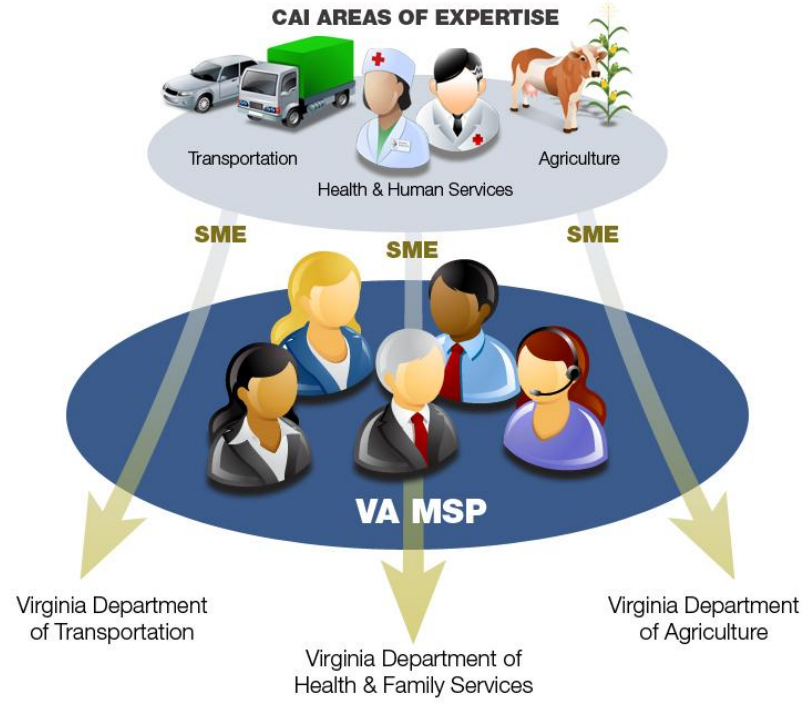
Figure 25: Responses to Pricing Methodology

**K. Other Value Added Services**

<b>Other Value Added Services</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Does your solution include the ability to expand MSP services to include a broader range of IT solution services? If yes, please describe in detail explaining the specific service offerings available and how they could be incorporated into this program.	Y	<p>In order to include a range of IT solutions services broader than the scope of this program, CAI proposes the following service offerings:</p> <ul style="list-style-type: none"> <li>■ <b>Bundled Services.</b> CAI is open to discussing how we will bundle services that go beyond merely supplying IT labor under our program. For instance, if VITA has other contracts to promote, and a customer will utilize CAI's services, hosting, or maintenance from another vehicle, we will assist in bridging those contracts and bundling the offerings.</li> <li>■ <b>Adding Non-IT Job Titles.</b> Our MSP model is directly extendible to labor categories outside of IT. We simply directly map the non-IT titles listed to externally accredited job descriptions and associated labor metrics within ERI. This mapping confirms our ability to supply non-IT labor to the Commonwealth at the prices we quote; this is responsible business practice on our part. Our pricing model is the same proven model we have successfully followed since 2004 to fill over 9,000 IT requisitions across all MSP contracts. Within the IT classifications, our model currently utilizes fewer than 100 of the 4,700 industry-standard job categories available. It is the logical vehicle for institutionalizing procurement of additional kinds of temporary labor, e.g., office workers, medical support staff, highway construction workers, etc.</li> </ul> <p>If you desire to extend this contract to other areas of contingent labor, we will follow a special implementation plan. Basically, we need to perform most of the tasks of our original implementation, to some extent, with the exception of configuring the Peoplefluent VMS tool for Virginia; that will have been done. The timeframe and thus the extent to which we follow the other tasks - such as creating an expanded vendor network supplying the new class of contingent labor, training both the new</p>

Other Value Added Services			
	Requirements	A	B
			vendors and the new agency users, developing a new rate card using the same methodology that we have for this contract, and loading the appropriate data into the VMS tool - is dependent upon the disparity between the new job titles and the IT titles. For instance, adding administrative positions will not be difficult to implement, as many of the IT vendors will also supply these positions, so the effect of bringing on new vendors to staff the requisitions will be minimal. On the other hand, if the Commonwealth were to implement the use of this contract to hire contingent medical/laboratory personnel, the implementation will take up to seven weeks.
2.	Are there circumstances that would require the MSP to provide resources directly to the customer? If yes, please describe situations where this could be required and explain what processes and controls will be in place to ensure transparency and competition.	Y	<p>CAI recognizes that there are special circumstances when it will enhance our ability to deliver quality resources and meet SLAs. Toward that end, we propose the following:</p> <ul style="list-style-type: none"> <li>■ <b>Special Exception Contractor Placement.</b> There are situations when, we believe, allowing CAI to place contractors under this program makes good business sense. With proper approvals, verifying the special needs, some examples of those mutually beneficial situations are: <ul style="list-style-type: none"> <li>■ A need to payroll contractors in need of a transition, either from another contract vehicle; from a vendor that no longer wants to participate in the program; or to remove the contract from a vendor/contractor relationship that is no longer working, e.g., the vendor goes out of business or is no longer paying on time. Allowing CAI to technically 'employ' the contracted resources in these instances will provide business continuity for the client.</li> <li>■ CAI will assist a resource whose ability to stay on the job is being jeopardized by visa renewal. CAI has the availability to process/sponsor visas. If CAI were permitted, in this situation, to employ that resource, CAI will assist by transferring the visa sponsorship to our organization.</li> </ul> </li> </ul>

Other Value Added Services			
	Requirements	A	B
			<ul style="list-style-type: none"> <li>■ CAI is available to fill very hard to fill positions (Messaging, SOA). Should our vendor network not be supplying the viable candidates with the skill level required for a very difficult to fill position, CAI can request our internal team of recruiters to focus their efforts on sourcing for resources. Also since CAI is an IT firm, we may have resources internally, as employees, who will fulfill the role.</li> <li>■ <b>SOW Project Support.</b> The SOW program has been morphing and evolving since we went live with this service in 2010, and we are still assessing how our customers best want to utilize the service and what we can do to be of most support to them. One service gap that we can identify, at times, a higher level of individualized SOW support. For instance: <ul style="list-style-type: none"> <li>■ The need to have IT business analysis skills available to assist the agency with scoping their project, and defining the requirements of their project.</li> <li>■ A higher level of Project Management support to oversee the CAI SOWs actively engaged in some of our larger agencies that utilize SOW services.</li> </ul> </li> </ul> <p>CAI is available to discuss the supply of Project Management support, Business Analysts, and Architects as additional add-on services to our MSP SOW program.</p> <ul style="list-style-type: none"> <li>■ <b>Providing Subject Matter Expertise.</b> CAI is an IT consulting company, and has many subject matter experts (SMEs) within our Government Division. CAI would like the ability to offer our deep Transportation, Health/Human Services, and Agriculture State Government expertise to COVA, through our contract vehicle, as needed and approved.</li> </ul> <p>Our concept of how we can better serve the Commonwealth, utilizing the MSP contract to provide</p>

Other Value Added Services			
	Requirements	A	B
			<p>subject matter expertise in our industry verticals, is depicted in Figure 26.</p>  <p>The diagram, titled 'CAI AREAS OF EXPERTISE', shows three top-level categories: Transportation (represented by a car and truck), Health &amp; Human Services (represented by medical professionals), and Agriculture (represented by a cow and corn). Each category is linked to a 'SME' (Subject Matter Expert) icon. These SMEs are connected to a central group of five people icons labeled 'VA MSP'. Three large yellow arrows point from the 'VA MSP' group to three state departments: 'Virginia Department of Transportation', 'Virginia Department of Health &amp; Family Services', and 'Virginia Department of Agriculture'.</p> <p>Figure 26: CAI Can Offer Subject Matter Expertise to Virginia Agencies</p> <p>CAI is not asking to compete with vendors on in-process staff augmentation or SOW requisitions, but to provide services as they arise or are requested by COVA. We will do this through a special exception process, that will get VITA approval, and have full visibility and transparency.</p> <p>For example, VDOT is a large agency, and large customer of CAI. Currently we only provide services to VDOT as they procure IT labor through the ITCL contract. As our</p>

	Other Value Added Services		
	Requirements	A	B
			<p>SOW program grows at VDOT, CAI and VDOT may find it beneficial to enhance CAI's service level to support VDOT managers and their use and management of the ITCL program. For instance, CAI has a transportation practice with IT and Transportation professional experts who work across the United States on projects. We may find scenarios where these transportation/IT experts will be utilized and paid for by VDOT to solve business problems.</p> <p>These circumstances and exceptional solutions all carry with them the assumption that, like all our other program activities, there will be full transparency, and proper COVA approval.</p>

Figure 27: Responses to Other Value Added Services

**L. L. Implementation**

<b>Implementation</b>			
	<b>Requirements</b>	<b>A</b>	<b>B</b>
1.	Have you successfully implemented a new program in a 6-8 month timeframe? If yes, what were the primary factors contributing to a successful implementation?	Y	<p>We implemented our original SMSA contract within four weeks. Our standard implementation timeframe is four to eight weeks with Go-Live being the point at which a hiring manager can submit a requisition in Peoplefluent.</p> <p>The primary factors contributing to a successful implementation are:</p> <ul style="list-style-type: none"> <li>■ A time-tested implementation plan and process</li> <li>■ A seasoned government-experienced team of implementation experts</li> <li>■ Effective communications</li> <li>■ Experience in transitioning vendors and their resources from the former contract to the new procurement vehicle</li> <li>■ An easily configurable VMS tool</li> <li>■ An experienced training team using training materials that are customized to the client</li> <li>■ Support from Commonwealth executive sponsors who have the authority to make decisions on processes and configurations</li> </ul>
2.	Does your solution include implementation and migration support? If yes, please describe your project management methodology and provide a proposed project plan for implementing the activities outlined in this Section 5.	Y	<p>As the incumbent, our plan is different from what you will see when implementing a new MSP contract. While performing the typical tasks of configuring the new job titles and rate cards, CAI will be focusing on changes to processes which will bring even more efficiencies and transparency to the ITCL contract. CAI has the advantage of being able to continually manage the old contract while working on the tasks to implement the changes brought about by the new contract. There will be no knowledge transfer needed between MSP suppliers as our current team will be intimately involved in the new contract.</p> <p>We will have an implementation team which is comprised of our Implementation Manager (Mike Park), Executive Account Manager (Cindy Sullivan), our MSP Director (Ellen Sigl), and our MSP Operations Manager (Linda Leiby), along with our Virginia CAI Account Managers and CAI Operations staff. We will follow the PMI Project Management Methodology:</p> <ul style="list-style-type: none"> <li>■ Initiating – The CAI implementation team will meet with the COVA Executive Sponsors to discuss and finalize the timeline and tasks for implementation including the expectations of support and participation from the Commonwealth of Virginia.</li> <li>■ Planning and Design – CAI will hold workshops and discovery meetings with the</li> </ul>

Implementation			
	Requirements	A	B
			<p>COVA Executive Sponsors to understand their goals for the new contract as well as workshops with the agency users to review the current and future state of the contract. Tasks such as the new Tiering structure will be defined and agreed upon. All changes identified during the Planning and Design step will need to receive signoff from the COVA Executive Sponsors before they will be implemented.</p> <ul style="list-style-type: none"> <li>■ Executing – CAI will implement the contractual terms identified in the contract (new job titles, new rate card, etc.) as well as those changes which were signed off by the COVA Executive Sponsors. The CAI team will also complete training sessions for agency and vendor users.</li> </ul> <p>CAI will develop and maintain an Agency User Guide to describe the process for individuals using the ITCL program. It will describe the contract in general, when it is to be used, user roles, and the process for using the contract.</p> <ul style="list-style-type: none"> <li>■ Monitoring and Controlling – CAI's Implementation Manager, Mike Park, will perform the project management tasks to ensure the implementation remains on schedule as well as managing all communications needed regarding the new contract. Should the scope be deeper than anticipated, e.g., involving eVA integration, then CAI will utilize one of our seasoned IT Implementation Managers (e.g., Mike Park) to oversee the details of a highly technical IT project.</li> <li>■ Closing – The COVA executive sponsors will be given the opportunity to review and accept all changes under the new contract.</li> </ul>
3.	Do you have a planned approach to transition support for SOW and staff augmentation work? Please describe, including how you ensure performance of the engagements.	Y	Our work plan for transitioning to the new contract gives first priority to retaining the employers of the nearly 400 currently seated IT staff and 41 active SOW projects with minimal disruption to their hiring agencies. These people perform work that is mission-critical to their respective agencies, and we will make every effort to transition their employer directly into the new contract; this will ensure absolute continuity of support for the agencies.
4.	Does your solution include an implementation team?	Y	We will have an implementation team which is comprised of our Implementation Manager (Mike Park), Executive Account Manager (Cindy Sullivan), our MSP Director (Ellen Sigl), and our MSP Operations Manager (Linda Leiby), along with our Virginia CAI Account Managers and CAI

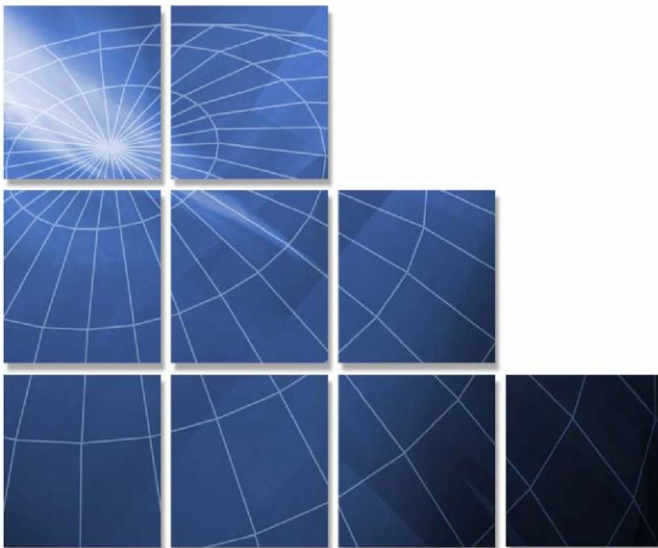
Implementation			
	Requirements	A	B
	If yes please describe the team, including: number of personnel, roles, responsibilities, and duration of involvement in implementation.		Operations staff. All will be involved throughout the life of implementation with the actual duration being driven by the tasks assigned to them. For example, the AMs will have limited involvement in the implementation, instead focusing on the day-to-day support of the contract. However, they will participate in tasks like the agency workgroups and training sessions.
5.	Is your proposed implementation team comprised of different personnel than the ongoing account management team? Please explain.	Y	Our implementation team is comprised of: <ul style="list-style-type: none"> <li>■ Implementation Manager (Mike Park)</li> <li>■ MSP Director (Ellen Sigl)</li> <li>■ MSP Operations Manager (Linda Leiby)</li> <li>■ CAI Operations staff</li> </ul>
6.	Will VITA have the ability to accept or reject members of the implementation team?	Y	As always, VITA has the option of meeting with, interviewing, and approving or rejecting any of our implementation team.
7.	Will you agree to replace the implementation team if VITA, in its reasonable judgment, determines that a team member is not fulfilling the job responsibilities?	Y	We will defer to VITA's judgment should a performance issue arise regarding one of implementation team members.
8.	Will you provide executive-level resources to VITA during implementation? If yes, please describe their level of engagement, availability and	Y	<p>Cindy Sullivan, our Executive Account Manager, will have day-to-day, direct involvement in the execution of the implementation of the new contract. Ellen Sigl, our MSP Director, will be available to participate in all meetings with the COVA Executive Sponsors, and will have general oversight over the implementation. Jim Cooney, Director of State Government, will be a point of escalation, and will also be available to resolve any issues in a timely manner.</p> <p>CAI's standard is to hire senior level resources throughout the Program, as required to fulfill the level of service in which we commit. Once CAI and VITA agree on the implementation plan and tasks, we will align the correct CAI resources to the project.</p>

Implementation			
	Requirements	A	B
	frequency of communications.		
9.	Do you have a defined escalation path for resolution of issues during implementation? If yes, please explain.	Y	All questions, concerns, and/or issues will first be directed to Cindy Sullivan, our Executive Account Manager. She will be on the ground in Richmond daily, and her full attention will be on delivery under the program and implementation tasks. She has a direct line of communication with both Ellen Sigl and Jim Cooney, as needed, to resolve issues. If there are contractual issues that she is unable to resolve, she will escalate to Ellen Sigl, CAI MSP Director. If further escalation is needed, Jim Cooney, CAI Director of State Government, will provide resolution.
10.	Does your implementation plan include and please describe if yes:	Y	With the exception of the transition of data from the current VMS (since this is not required for CAI's implementation), our implementation plan includes all of the following requirements.  While we do have an implementation plan to transition to the new program, CAI's transition will be smoother and far less disruptive than any other bidder's implementation.
10. a)	Sessions with agency representatives to finalize their particular resource requirements and unique business rules and systems,	Y	As the incumbent, CAI has the unique understanding of the present state of the contract and some of the "pain points" some of the agency managers are experiencing. CAI will hold workshops and discovery meetings with COVA Executive Sponsors to understand their goals for the new contract as well as workshops with the agency users to review the current and future state of the contract. We can utilize our current knowledge to help guide the Commonwealth on the best ways to achieve new goals and process improvements. These will be accomplished by configuring new functionality in Peoplefluent as well as implementing new processes.
10. b)	Time to modify/standardize the job titles and descriptions,	Y	While the RFP has a defined list of job titles and descriptions, CAI's vast experience with implementing MSP contracts with numerous states, including the Commonwealth of Virginia, has shown us that changes are often needed to those contractual job titles. We will review and finalize the job titles and descriptions during the Initiating and Planning and Design steps of the implementation plan.
10. c)	Engage and enroll subcontractors into the subcontractor network,	Y	CAI will make all necessary changes to our subcontractor agreements and then perform outreach to all the vendors in our current Virginia networks (both Staff Augmentation and SOW) to reenroll them under the new contract. Special attention will be given to those vendors who hold Staff Augmentation or SOW engagements under the current contract to ensure they are reenrolled in a timely fashion to minimize work disruption for those resources.  As part of the vendor reenrollment, CAI will implement any new agreed upon Tiering changes.
10. d)	Transition current resources,	Y	Our work plan for transitioning to the new contract gives first priority to retaining the employers of the nearly 400 currently seated IT staff and 41 active SOW projects with minimal disruption to their hiring agencies. These people perform work that is mission-critical to their respective agencies, and we will

Implementation			
	Requirements	A	B
			<p>make every effort to transition their employer directly into the new contract; this will ensure absolute continuity of support for the agencies. Our proposed plan is to allow the current resources to “run out” their existing Purchase Orders under the current contract after which they will be transitioned to the new contract.</p> <p>If awarded the contract by May 1, we will be able to build the fully agreed upon job descriptions and rate card into Peoplefluent, and have the new rate card available for end of fiscal year transition, if desired. Based on this timing, at a minimum, we’ll have the new contract descriptions and rates available for all new engagements requested beginning July 1, 2013. A decision on the timing for transition of the existing engaged resources will depend upon contract award date, because we’ll have approximately 285 (of about 400) contractors whose engagements are set to end on June 30, 2013, that will need extensions. We will need to begin working with agencies on those decisions by the last week of May 2013 in order to have this large task completed by end of June 2013. Options to the agencies will (1) extend the resource under the new contract rate card effective July 1, 2013; or (2) in order to ensure no break in services, extend the resource under the old contract for a term no longer than six months (ending December 31, 2013). If we do not transition contractors needing extensions by July 1, 2013, then we will plan to transition contractors as their POs expire, moving forward.</p> <p>The job descriptions will be similar. The changes will occur in the rate card and the matrix; currently we have legacy, core, and mission critical rates; the new contract will only have core rates. We will complete a mapping exercise where we map the current contractor categorization to the new contracted rate card, and will make recommendations for new categorization.</p>
10. e)	the integration (as needed) and roll-out of the VMS,	Y	CAI will continue to use Peoplefluent as their VMS under the new contract. This is a great advantage to the Commonwealth as it provides complete metrics of all requirements and SOWs processed with CAI since we first implemented in 2006. Implementation under the new contract will include the configuration of new functionality and workflow changes identified and agreed upon during the Initiating and Planning and Design steps of the implementation plan.
10. f)	transitioning data from existing systems to your VMS,	Y	As the incumbent, and since CAI will continue to utilize Peoplefluent as our VMS, no transitioning of data is needed. This is a significant advantage to VITA.
10. g)	implementing VITA's and CoVA's business rules,	Y	COVA and VITA look to this type of contract to provide efficiencies, transparency into contract usage, and insight into trends. CAI will work with the COVA Executive Sponsors and VITA during the Initiating and Planning and Design steps to identify new or changed business rules and goals. We will also gather that the same information from the agencies during the workshops we will hold with them during implementation.

Implementation			
	Requirements	A	B
10. h)	a communication plan to all customers and suppliers,	Y	<p>Communication is one of the critical success factors of any MSP implementation. All parties - Executives, Agency users, Vendors, resources – need to have a clear understanding of what is occurring during the implementation and the timelines associated with implementation tasks. CAI has an established Communication Plan which we have successfully followed in our MSP client implementations. We will work with VITA to customize this plan to meet their communication requirements. Communications include announcements via email, announcements via portals and websites, webinars, and in person meetings and presentations.</p> <p>We have included a sample plan in <b>Attachment H: Communications Plan</b>. This plan coordinates with a typical “new” implementation, but it is a good example to demonstrate our established communications and experience in driving the communications. We will customize this document for the actual implementation of the new program.</p>
10. i)	Training for all customers,	Y	<p>The final weeks of the implementation plan will include training for both agency users and vendors. Training will consist of distribution of training guides, webinars, and hands-on training regarding the workflow of the contract and use of the Peoplefluent VMS application. The number of training sessions needed and training logistics will be determined during the Initiating and Planning and Design steps.</p>
10. j)	the process to gather each customer's specific billing requirements and ensure your solution can comply with all customer needs,	Y	<p>Since we have been successfully supporting the billing requirements of the Commonwealth agencies since 2006, we will take advantage of the agency workshops to review the billing processes with the agency representatives to ensure CAI is meeting their expectations. We will document and implement any changes requested by the agencies.</p>
11.	Do you have a completed proposed implementation plan for this program including milestones, timelines, and responsibilities? If yes please include a copy.	Y	<p>Our implementation plan is offered in <b>Exhibit G to the Contract</b>.</p>

# Attachment A: Process Flows



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Computer Aid, Inc.®

*'World Leader in **IT** Process and Productivity.'*

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This attachment contains process flows and other documentation describing processes in support of our response to requirements.

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## Process Flows

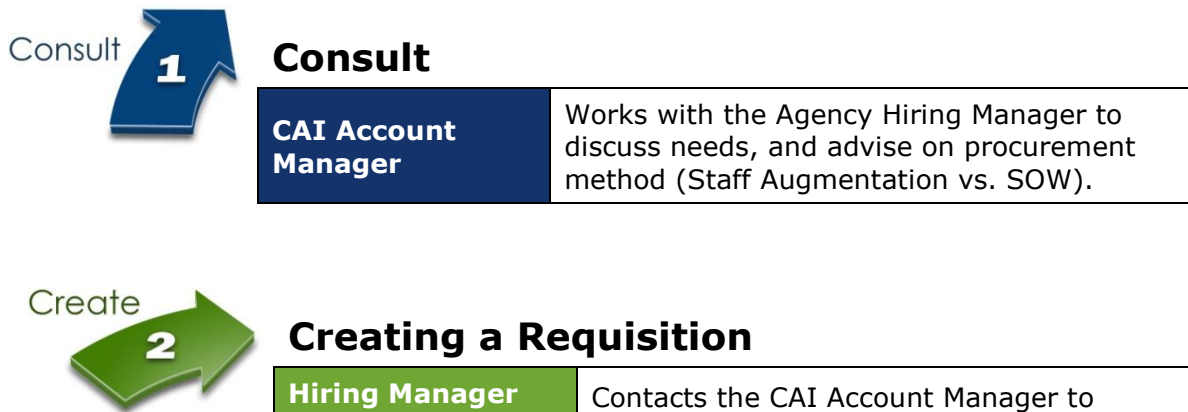
This attachment contains flow diagrams and explanatory narrative for the key processes presented by our solution.

### Staff Augmentation Process

The Contingent Labor Process for Staff Augmentation is depicted graphically in Figure 1. The following narrative describes each step in the process by listing the tasks and participants.



Figure 1: Staff Augmentation Process



	discuss the need.
<b>CAI Account Manager</b>	Provides guidance to ensure the correct job title is being selected.
<b>Agency</b>	The agency with the requisition obtains funding approval prior to opening the requisition, including creating the purchase order (PO) in eVA (for executive agencies).
<b>Hiring Manager</b>	Within Peoplefluent, the Hiring Manager chooses a job title from a list of templates. The templates include generic skills information for that job title and are pre-filled with specific data based on what the user enters into the requisition.
<b>Hiring Manager</b>	Can modify the requisition by specifying the exact responsibilities, skills, and certifications needed for this particular need.
<b>Hiring Manager</b>	Specifies the duration of the assignment.
<b>Peoplefluent</b>	The established maximum hourly rate is prefilled for the hiring manager, based on the geography, labor category, and skill set.  The PO is either automatically provided via the Ariba interface or is delivered directly from the agency via email, fax, or hard copy.
<b>CAI</b>	Processes the requisition with the pre-approved PO or with an "in process" PO.



## Approving a Requisition

<b>Agency</b>	Agency approvals occur within eVA as part of the normal PO process.
<b>Agency</b>	The requisition (or required paperwork) is routed for approval to Supply Chain Management (SCM) if it requires an exception process.
<b>CAI Account Manager</b>	Completes final review of the requisition. The requisition is reviewed for multiple criteria, primarily related to its completeness and accuracy. This includes verification that the

	job title matches the skills requested, that the requisition is complete, etc.
<b>CAI Account Manager</b>	Out of compliance requisitions are routed back to the appropriate Commonwealth Manager for further review and approval.
<b>CAI Account Manager</b>	Once the requisition is complete and approved, CAI releases it to either the vendor network or the firm associated with a named requisition using the Peoplefluent VMS tool.



## Releasing a Requisition to Vendor Network

<b>CAI Account Manager</b>	<p>Unless executing an exception process, CAI will follow the current strategy of releasing the requisition to the Tier 1 vendors first.</p> <p>Currently Tier 1 includes all SWaM vendors, however, for the new contract, CAI proposes altering our Tiering design, with the assistance and input of VITA, to include SWaM and high performing non-SWaM vendors. The intent is to allow these vendors more time to source candidates, shrink the Tier 1 pool and reward these vendors for their status within the Program.</p> <p>The Tier 1 group of vendors will have sole access to the requisition for the first 48 hours of release.</p>
<b>Peoplefluent</b>	If the requisition is still open after 48 hours, our VMS tool will automatically release it to Tier 2, i.e., vendors who are not SWaM-certified and not yet high-performing.
<b>CAI Account Manager</b>	In the event of an urgent need, or a very difficult to fill set of requirements, the CAI Account Manager releases the requisition to all tiers.
<b>Vendors</b>	All vendors receive an email notification when a new requisition has been released to their tier.



## Evaluating a Candidate

<b>Vendors</b>	Submit their candidates via the Peoplefluent VMS tool. For each candidate, there is a
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	standard set of check-boxes or input fields for the vendor to use to affirm key data, such as the skills the candidate possesses, the candidate's eligibility to work in the U.S, and his/her availability. Each candidate must also have a résumé and right to represent form submitted by the vendor via Peoplefluent.
<b>CAI Account Manager</b>	Validates these candidates against the requirements set forth in the requisition and ensures all required documentation was provided by the vendor via Peoplefluent. Our VMS tool provides a side-by-side display of the candidates with scoring for quick comparison and ranking.
<b>CAI Account Manager</b>	Verifies the overall score which is broken down by availability, cost, and skill/certification matching. All requested information is listed, i.e., skill sets, certifications, years of experience, and availability dates.



## Interviewing Candidates

<b>CAI Account Manager</b>	Calls the top scoring candidates and validates the information provided by the submitting vendor. It is our experience that validating the candidate by phone is the best method of determining the accuracy of his/her skill, interest, availability, and vendor representation. By speaking with the candidate, we are able to deliver a higher quality of available and interested resources to the Commonwealth. We are also able to eliminate all candidates deemed not ready for assignment for any reason, such as issues with communication, location of assignment, traveling for interviews, and vendor representation. We thus provide the Commonwealth hiring manager with a set of pre-qualified, available candidates ready for interview and selection. This is an important quality aspect of our solution and a significant time savings for the Commonwealth.
<b>CAI Account Manager</b>	Noting comments about specific candidates within the tool when appropriate, the Account Manager then forwards those 3-5 candidates who she believes are best qualified for the position.
<b>Agency Hiring Manager</b>	May choose to interview one or all candidates.

**Agency Hiring Manager**

Can also input comments on the requisition and/or on specific candidates.



**Steps Toward On-Boarding**



<b>CAI Account Manager</b>	Works with the hiring manager and the vendor to schedule all interviews.
<b>CAI Account Manager</b>	If, after interviewing the candidates, the hiring manager finds none of them are acceptable, the CAI Account Manager forwards an additional batch of screened and qualified candidates for a second and/or a third round.
<b>CAI Account Manager</b>	After three unsuccessful rounds, CAI works with SCM to determine if the agency needs to re-qualify the need and submit a new requisition or if a different contract vehicle should be used.
<b>CAI Account Manager</b>	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 drug screening, trains him/her in use of the VMS tool for time reporting, and completes all other tasks related to on-board.
<b>CAI Account Manager</b>	Also ensures that the candidate knows where and to whom to report on the first day of the assignment.



**Ongoing Processes**

<b>Contingent Resource</b>	On a weekly basis, the contingent staff member completes a timesheet (and/or an electronic expense report, if appropriate for the assignment) and submits it for approval.
<b>Agency Approving Manager</b>	An email notification is sent to the agency timesheet approver(s) as designated on the resources engagement via Peoplefluent.
<b>Agency Approving Manager</b>	<p>Approvers have a configured period of time to review and approve it before the tool automatically generates reminder emails. Proxy approvers can be appointed for planned absences, and any modifications or approvals made on behalf of a manager are visible through reporting and notifications.</p> <p>To ensure that transactions move quickly through the workflow, approvals can also be completed by users from mobile devices.</p>
<b>CAI MSP Operations</b>	On a monthly basis, CAI prepares invoices and submits them to the Commonwealth for payment, delivers any required invoice verification reports via Peoplefluent, receives and processes payments, and pays the vendors.
<b>CAI Account Manager</b>	Provides oversight to the contingent resource throughout the duration of his/her assignment.
<b>CAI Account Manager</b>	Takes ownership of resolution by working with the agency, the resource, and the vendor if issues should arise.
<b>Agency Hiring Manager</b>	In order to gain insight into the individual's performance, we ask the hiring manager to complete an on-line evaluation of the candidate within our VMS tool; the alert for this occurs automatically. Evaluations are scheduled to occur after the first 30 days of performance and again at the end of the assignment.



## End of Assignment Process

<b>CAI Account Manager</b>	When the candidate's assignment is complete, the CAI Account Manager executes the off-boarding process, including verifying that he/she has returned any agency property, performed any necessary knowledge transfer, and completed the final weekly timesheet.
<b>Agency Hiring Manager</b>	Is prompted to complete the final evaluation of the candidate's performance within the VMS tool.

**Agency Hiring  
Manager**

Submits a change request in eVA against the Purchase Order to release any remaining funds.

## SOW Requisition Process

This narrative summarizes and supplements Figure 2. The process leverages industry best practices, the SOW functionality of the Peoplefluent VMS tool, and the Commonwealth-specific structure of an SOW. We will make any necessary changes in the configuration of the VMS tool during implementation to provide full functionality for SOW deliverables, including enforcing any related Commonwealth policy. Details on the configuration appear in **Attachment F: Implementation Plan**.



Figure 2: The SOW Requisition Process



### Service Requests

The Service Request begins when the requestor/Agency, hereafter referred to as Authorized User, recognizes the need for IT services above and beyond his/her staff and considers that the deliverable-based SOW process is needed. The Authorized User and CAI Account Manager meet to discuss the requirements, the process, and tasks required in using the SOW process. With assistance from the AM if requested, the Authorized User articulates those needs by filling out the Statement of Requirements (SOR) template. Authorized Users use their project software to estimate the expected budget for the work, and, if the anticipated budget exceeds \$100,000, the approval of VITA is required.

During this phase, the Authorized User will determine if the work can be accomplished using Staff Augmentation services. The CAI Account Manager is available to assist Authorized Users with this decision. In making this decision, the Authorized User will evaluate the services needed and their capacity to manage the resources.

This phase is completed by the determination of the procurement method and the completion of the SOR document, if the SOW procurement is chosen.

<b>CAI Account Manager</b>	Meets with the Authorized User to choose the procurement method and assist, if requested, in preparing the SOR.
<b>Authorized User</b>	<p>When the SOR is being developed, the Authorized User must determine the procurement method. They may enlist the guidance of VITA SCM or their CAI Account Manager. Some indicators that can be used to choose which ITCL approach is to be used to obtain services:</p> <ul style="list-style-type: none"> <li>■ Will time be tracked for invoicing? (Yes, indicates T&amp;M and the IT Staff Aug process must be used)</li> <li>■ Are there finite milestones or deliverables required, such as System Design, UAT or Implementation? (Yes, indicates Fixed Price Deliverable-based)</li> <li>■ Does the requesting organization have the capacity and skills required to manage the work effort? (No, indicates Fixed Price Deliverable-based)</li> <li>■ Are target dates required for completion of portions of work? (Yes, indicates Fixed Price Deliverable-based)</li> </ul>

## SOR Preparation

The Authorized User's IT services needs are articulated through the SOR. At this point, a requirement is entered into the Peoplefluent tool, using the 'Projects' functions. The Authorized User enters information about the request for services and attaches the SOR and any other associated files. A due date for responses is designated, allowing Vendors adequate time to respond to the requisition with a quality SOW – minimum response time recommended for:

- small – medium size project      2 week response time
- medium – large size project      3 – 4 week response time

The Authorized User will also enter an estimated budget for the project which can be viewed only by CAI. This budget will be used to determine which vendors are qualified to respond to the SOR.

<b>Authorized User</b>	<p>Prepares SOR.</p> <p>The SOR template can be downloaded by all Virginia Authorized User personnel from the VITA SCM website</p>
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	<p><a href="http://www.vita.virginia.gov/scm/default.aspx?id=11906">http://www.vita.virginia.gov/scm/default.aspx?id=11906</a>.</p> <p>The SOR template is designed for the Authorized User to easily describe the IT services needed to a vendor or approver in a consistent manner. It includes criteria such as project roles and responsibilities, scope and SOW Type (Fixed Price).</p> <p>The Authorized User fills in the areas designated for entry by Authorized User personnel, and saves it under a unique name. This document is the expression of need by the Authorized User and can be used for any internal approvals.</p>
<b>Authorized User</b>	<p>Obtains VITA approval.</p> <p>The Authorized User will have determined the anticipated budget for this work. If the cost is likely to exceed \$100,000, the Authorized User must gain VITA approved prior to proceeding to the next task.</p>

## Requisition Review



### Requisition Review

After entering the SOR, the CAI Account Manager reviews it for completeness and consistency. If information is missing or needs to be corrected, the CAI Account Manager works with the Authorized User to have the SOR updated. The CAI Account Manager will also attach the SOW Template to the requirement, which will be used by the vendors to develop their response. After a final review, the CAI Account Manager indicates Final Approval, which initiates the next task.

<b>CAI Account Manager</b>	Conducts multiple discussions with the Authorized User to finalize the SOR. Requires education/coaching on scope definition, agency vs. vendor obligations, contractual issues, etc.
<b>CAI Account Manager</b>	Finalizes the SOR document by editing and at times, helping to write the document if necessary.
<b>CAI Account Manager</b>	Prepares the Authorized User for bidding phase by guiding Authorized User and making recommendations for use of pre-bid conference calls, vendor orals, or negotiations.
<b>CAI Account Manager</b>	Gives final approval of SOW requisition.



### Release Requisition

When complete and consistent, the CAI Account Manager approves the SOR requirement for release. The completed SOR and the SOW template (for the vendor's response) are then released to pre-qualified vendors within the selected specialty area and budget tier.

<b>CAI Account</b>	Using the Peoplefluent tool, the CAI Account Manager
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<b>Manager</b>	releases the SOW requisition to Vendors, who are pre-qualified for the SOW's designated specialty area and budget tier. All attachments will be available to the vendors when they receive the SOW requisition.
<b>CAI Account Manager</b>	Acts as collection point for questions from Vendors.
<b>CAI Account Manager and/or Local Team</b>	Answers general and 'how-to' questions from Vendors
<b>CAI Account Manager</b>	Forwards technical/SOW-specific questions from Vendors to the Authorized User.
<b>Authorized User</b>	Develops responses to questions and returns them to the CAI Account Manager.
<b>CAI Account Manager</b>	Uploads Responses to Vendor Questions to Peoplefluent.
<b>CAI Account Manager</b>	Hosts and facilitates pre-bid conference calls.
<b>CAI Account Manager</b>	Communicates updates to vendors via email



SOW  
Submission

## SOW Submission

On or before the designated due date, participating vendors will submit a response to the SOR, using the SOW template included with the requirement. They will follow the instructions offered with the SOR or risk rejection. The vendors must respond through the Peoplefluent tool, entering required information into the tool, including listing of all milestones and the prices of each. The prices entered into Peoplefluent are consistent with the 'Authorized User Invoice Amount' prices that include the MSP Fee. The vendor will attach the completed SOW and any other files as required. When satisfied that the SOW is complete, the vendor submits it in Peoplefluent. Vendors not interested in replying simply need not respond.

Each vendor submission generates an e-mail notification sent to the CAI Account Manager. The CAI Account Manager holds any early submissions until the deadline.

<b>Vendor</b>	Submits response to SOW requisition through the Peoplefluent VMS tool by uploading an SOW and entering milestones and prices of each.
<b>CAI Account Manager</b>	Monitors responses; providing coaching as necessary to vendors who aren't using the template correctly.
<b>CAI Account Manager</b>	Reviews all SOW submissions for format and compliance with submission requirements, and notifies authorized user of any issues.

## CAI Account Manager

When submission window is closed, the CAI Account Manager forwards all complete submissions to the Authorized User.



## SOW Review

The Authorized Users then begin their review of the Vendors' SOW submissions. After review for completeness, the Authorized User begins to evaluate the responses using evaluation criteria aimed at determining the "best solution." After careful consideration, they will determine the vendor to whom the work will be awarded. CAI will then notify all responding vendors of the award decision via email.

The Authorized User may negotiate with a vendor prior to engagement. Any changes to the scope, milestones and/or pricing are made by the vendor upon direction from the Authorized User contact.

<b>Authorized User</b>	Reviews the Vendors' SOW submissions.
<b>Authorized User</b>	May negotiate with the vendor prior to the award decision.
<b>Vendor</b>	May make changes to the SOW in response to negotiations with the Authorized User. These changes are made in Peoplefluent and a revised SOW is uploaded by the Vendor



## Award Decision

Once the vendor and Authorized User have arrived at an agreeable SOW and pricing, the vendor uploads the negotiated SOW into Peoplefluent as a new attachment. The CAI Account Manager reviews the selected SOW, which will become the agreement between CAI, as the Supplier, and the Authorized User. CAI works with the vendor to ensure the SOW is complete and ready to be presented to the Authorized User for execution.

- If any changes are required, the vendor makes the changes to the SOW with the Track Changes feature turned on in Microsoft Word, so the Authorized User will be able to quickly re-review the final SOW.
- The vendor also accepts the SOW changes in Word to create a "clean" copy of the SOW for the Authorized User's signature.
- The vendor uploads both the "clean" and redlined copies of the SOW to Peoplefluent for the Authorized User's final review and signature. The "clean" copy version of the SOW should include the word "FINAL" in the filename, and the redlined version of the SOW should include the word "Redlined" in the filename.

When the SOW is finalized, CAI signs the SOW with the Authorized User and will then sign the SOW with the vendor. The Authorized User will then create a purchase order in the eVA system, or their designated purchasing system, and will attach the signed SOW. When the PO is approved, the requirement is ready to be 'Engaged.'

<b>Authorized User</b>	Notifies CAI of award decision.
<b>CAI Account Manager</b>	Sends award notifications to all responding vendors (emails). Provides post-award feedback to losing vendors
<b>CAI Account Manager</b>	Reviews the selected SOW and works with the vendor to ensure the SOW is complete and ready to be presented to the Authorized User for execution. Review includes looking for contractual and scope issues.
<b>CAI AM</b>	Once the final version of the SOW is uploaded to Peoplefluent, the CAI Account Manager notifies the Authorized User that the redlined and final versions of the SOW are in Peoplefluent ready for review and signature.
<b>Authorized User</b>	Signs Final SOW. The Authorized User communicates acceptance of the SOW by sending the CAI Account Manager the signed SOW (i.e., the signature page) via e-mail.
<b>Vendor</b>	Signs Final SOW. CAI also executes the corresponding agreement with the vendor by sending a cover letter and accompanying SOW to the vendor for signature. The vendor signs the SOW cover letter and returns it to the CAI Account Manager via e-mail.
<b>CAI</b>	Executes Final SOW with the Authorized User and Vendor. CAI executes the SOW with the Authorized User and returns the document for the Authorized User to attach to the Purchase Order (PO). Once CAI has a signed agreement in place with the Authorized User, CAI will sign the SOW cover letter with the vendor and return an executed copy to them.
<b>Authorized User</b>	Creates a Purchase Order, attaching the signed SOW.



## Engagement

### Engagement

Engagement is a defined process, both in Peoplefluent and in the SOW process. By policy, CAI is responsible for engaging a project.

- When the requirement is marked 'Engaged' within Peoplefluent, notifications of the award are sent to all vendors; this notification serves as CAI's official authorization to the winning vendor that the PO is in place and that work on the project may begin.
- A checklist of engagement tasks required by policy is followed to properly set up milestones, vendors, and holdback for proper invoicing during the project's time span.

After all engagement tasks have been completed, the Engagement Phase ends, and work on the project can begin.

<b>CAI</b>	After receiving PO approval, marks the requisition 'Engaged' in Peoplefluent and updates the payment schedule in Peoplefluent with agreed upon due dates. Winning vendor receives email notification which serves as official authorization that the PO is in place and that work on the project may begin.
<b>CAI Account Manager</b>	<p>Follows checklist for engagement, including:</p> <ul style="list-style-type: none"> <li>■ Ensuring a PO number is entered and that the PO's total dollar amount matches the milestones within Peoplefluent</li> <li>■ Review of milestone pricing, ensuring that it matches the Pricing Worksheet in the SOW</li> <li>■ Designation of Authorized User personnel who may approve deliverables</li> <li>■ Coordinate and complete background checks with vendor as necessary (liason with VDOT Security Office)</li> <li>■ Securely Storing of all project-related documents</li> </ul>



Project

## Project

The Project Phase begins when work begins on the project. As the project progresses, the vendor will complete milestone deliverables and expect payment. After completing the deliverable for a milestone, the vendor will mark the milestone completed within Peoplefluent. Although this is most likely known, this officially notifies the Authorized User that the vendor believes the milestone deliverable has been completed. If the Authorized User agrees and approves the milestone deliverable(s), he/she marks the milestone 'Approved' in Peoplefluent.

The approval of a milestone in Peoplefluent initiates the payment tasks. A Peoplefluent Report produces the data for CAI to produce the invoice to the Authorized User. Peoplefluent also notifies the vendor that the milestone has been approved, and the vendor invoices CAI for their milestone payment, per the milestone payment schedule submitted and accepted with the SOW response.

Invoices are paid and work continues until all the milestones have been completed. When the Authorized User approves the final milestone, the process for final invoices including holdback, if any, is initiated. This also initiates the project closeout process within Peoplefluent.

If changes to milestones occur during the life of the project, the **Exception: Change Request Process** is followed, as described on page 16.

<b>Vendor</b>	After submitting the deliverable to the Authorized User, the
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	vendor uses Peoplefluent to indicate that, from the vendor's perspective, the milestone deliverable is complete. This generates a notification to both the Authorized User and CAI.
<b>Authorized User</b>	Verifies deliverable completion. When the Authorized User is aware of the deliverables or completion criteria, they may or may not accept them. If the deliverables or completion criteria are satisfactory, a designated Authorized User approver(s) uses Peoplefluent to mark that the milestone deliverable is complete. Vendor is notified of deliverable approval. This initiates the Invoice/Payment process.
<b>CAI Account Manager</b>	If the Authorized User indicates that a deliverable that the vendor has marked complete is not, in fact, completed to satisfaction, the Authorized User notifies CAI and the vendor. The CAI Account Manager then works together with the vendor until the Authorized User finds the deliverable or completion criteria acceptable.
<b>CAI MSP Operations</b>	Processes the invoice and payments. <ul style="list-style-type: none"> <li>■ Peoplefluent generates the data for the CAI invoice.</li> <li>■ CAI invoices the Authorized User for the completed deliverable. The amount of the invoice is consistent with the PO and the pricing for the milestone deliverable designated in the SOW milestone payment schedule. Invoices are emailed to the Authorized User or other agency designee unless the agency requests the invoice be mailed to the agency.</li> </ul>
<b>Vendor</b>	Invoices CAI an amount equal to the Vendor's Invoice Amount from the SOW milestone deliverable payment schedule less the MSP Fee for the completed milestone.
<b>CAI MSP Operations</b>	Validates the Vendor's invoice against the SOW and PO, correcting it with the Vendor if necessary.
<b>Authorized User</b>	Pays CAI.
<b>CAI</b>	Pays Vendor.
<b>CAI Account Manager</b>	Maintains ongoing contact with engaged vendors to check on project status, issues, concerns.
<b>CAI Account Manager</b>	Address concerns/problem solve/escalate with agencies as required.
<b>CAI Account Manager</b>	Monitors Milestone Tracking Report and completion of deliverables, and initiates discussions regarding need for change request

## Finalization



The Finalization Phase of a project begins after the invoice/payment tasks for the final milestone have been completed.

The last task in the closeout of a project is the completion of the SOW Customer Satisfaction Survey. The CAI Account Manager sends the survey to Authorized User personnel for completion and asks that the completed surveys be returned to both CAI and VITA. The survey responses are reviewed for both program and vendor feedback, and the scores are recorded for future reporting.

When the Customer Satisfaction survey has been issued, the project can be disengaged in Peoplefluent, and this phase ends.

CAI follows a Disengagement checklist to disengage the project after which the record can no longer be changed.

The Authorized User will close out the Purchase Order within eVA, or their designated purchasing system.

<b>CAI Account Manager</b>	<p>After processing of the payment of the final milestone, the CAI Account Manager sends out the Customer Satisfaction Surveys, following these steps:</p> <ul style="list-style-type: none"> <li>■ Email surveys to Authorized Users at the closure of every SOW</li> <li>■ Tracking sent surveys for receipt/following up as necessary</li> <li>■ Recording scores upon receipt of completed survey</li> <li>■ Follows up with authorized user for further discussion on any negative scoring</li> </ul>
<b>CAI</b>	<p>Disengages the project in Peoplefluent. When all payments have been made and the Customer Satisfaction Survey has been issued, the project can be closed out in Peoplefluent through the 'Disengagement' process. CAI will follow a Disengagement Checklist to ensure that all information is complete. Disengagement is final; the project record cannot be edited once it is disengaged.</p>
<b>Authorized User</b>	<p>Closes PO. After verifying that all invoices and expenses have been paid, the Authorized User can close out the PO in eVA, or the designated purchasing system.</p>



## Exception: Change Request

Because the SOW is a contract between CAI and the Authorized User and also between CAI and the vendor, a

change to the scope, deliverables, schedule and/or pricing of the SOW must be documented as a change to the contract. The Change Request process must be followed to ensure contractual understanding and that the invoicing and payments are correct.

#### A Change Request:

- is required to document any change to a milestone's scope, deliverables, schedule and/or pricing.
- along with the associated SOR/SOW and any previous CRs, is a legally binding document that becomes part of the contract.
- can document an increase OR decrease in price (e.g., the Authorized User eliminates a priced training course, so a "negative CR" is created to document the decreased contract price).
- can also be a "no-cost CR" when the need arises to document a change to the SOW that does not affect cost (e.g., document a new additional Service Level Agreement).

The vendor and the Authorized User recognize that a change needs to be made. Offline, they agree upon what changes need to be made. Several tasks result from a change of milestone:

The vendor submits a Change Request (CR) documenting the change that affects the milestone deliverables, schedule and/or pricing and includes the revised milestone payment schedule. The vendor uploads the Change Request into Peoplefluent.

If the change causes the total value to be greater than the \$100K threshold, the Authorized User gains approval from VITA.

The Change Request is signed between CAI and the Authorized User and CAI and the Vendor.

If applicable, the Authorized User submits a revised PO with the Change Request attached. The Authorized User changes the purchase order through eVA or their designated purchasing system. The CAI Account Manager revises the project record in Peoplefluent.

These changes are necessary to maintain synchronization of the procurement documentation (PO), contract (SOW and associated Change Requests), and the tracking and control system (Peoplefluent project).

Each change request will result in two separate agreements being executed – one between CAI and the Authorized User, and one between CAI and the selected Vendor as the Subcontractor.

<b>Vendor (or Authorized User)</b>	Authorized User and Vendor agree on a change. After recognizing that a change needs to be made that will affect the deliverables, schedule and/or pricing of the SOW, the Authorized User and vendor reach an agreement. The Authorized User or the vendor notifies the CAI Account Manager of the impending change.
<b>Authorized User</b>	Gains VITA approval, if required. If the change request causes the total value to exceed the threshold where VITA

	approval is required, the Authorized User will gain the approval of VITA for the change.
<b>Vendor (or Authorized User)</b>	<p>Follows these steps to create the Change Request:</p> <ul style="list-style-type: none"> <li>■ Create the change request, using the CAI Change Request Template, to document the change that will affect the scope, milestone deliverables, schedule and/or pricing. If applicable, the change request includes the revised milestone payment schedule.</li> <li>■ The vendor uploads the completed change request into Peoplefluent and attaches it as an additional attachment in the SOW record.</li> <li>■ The Authorized User and vendor review and agree on the terms of the change request. Upon acceptance, the Authorized User notifies the CAI Account Manager that the change request is ready for CAI's review.</li> </ul>
<b>CAI Account Manager</b>	<p>After the Authorized User notifies CAI that a change request is ready for review, the following steps are taken:</p> <ul style="list-style-type: none"> <li>■ The CAI Account Manager reviews the change request, which will become the agreement between CAI, as the Supplier, and the Authorized User.</li> <li>■ The CAI Account Manager works with the selected vendor to ensure that the change request is complete and ready to be presented to the Authorized User for execution. Review includes looking for contractual and scope issues. If any changes are required, the vendor makes the changes to the change request with the Track Changes feature turned on in Microsoft Word, so the Authorized User will be able to quickly re-review the final change request.</li> <li>■ The vendor also accepts the change request changes in Word to create a "clean" copy of the change request.</li> <li>■ The vendor uploads both the "clean" and redlined copies of the change request to Peoplefluent for the Authorized User's final review and signature. The "clean" copy version of the change request should include the word "FINAL" in the filename, and the redlined version of the change request should include the word "Redlined" in the filename.</li> <li>■ The CAI Account Manager notifies the Authorized User that the redlined and final versions of the change request are in Peoplefluent ready for review</li> </ul>

	and signature.
<b>Authorized User</b>	Signs Final Change Request. The Authorized User communicates acceptance of the change request by sending the CAI Account Manager the signed change request (i.e., the signature page) via e-mail.
<b>Vendor</b>	Signs Final Change Request. CAI also executes the corresponding agreement with the vendor by sending a cover letter and accompanying change request to the vendor for signature. The vendor signs the change request cover letter and returns it to the CAI Account Manager via e-mail.
<b>CAI</b>	Execute Final Change Requests with the Authorized User and Vendor. CAI executes the change request with the Authorized User and returns the document for the Authorized User to attach to the Purchase Order (PO). Once CAI has a signed agreement in place with the Authorized User, CAI will sign the change request cover letter with the vendor and return an executed copy to them.
<b>Authorized User</b>	Changes PO
<b>CAI Account Manager</b>	Edits project in Peoplefluent. After engagement, all changes to milestones in Peoplefluent must be made by CAI. After receiving the change order to the PO with the attached change request, CAI uses the documentation to make the appropriate changes to the project within Peoplefluent.

# Vendor Enrollment

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Support of an open vendor network is available to the Commonwealth, if desired, to give opportunity to a broad range of companies including SWaM vendors.

Qualifying vendors can join the Contingent labor network and/or the SOW vendor network at designated points during the contract in order to compete for Commonwealth business.

A vendor gets contract documentation required for joining the vendor networks from CAI's public facing contract portal website. From this website, the vendor downloads "how to" instructions on joining the network(s), the subcontractor agreement between CAI and the vendor, and a list of documents that must be returned to CAI.

CAI ensures the receipt of a signed subcontractor agreement, W-9, all appropriate insurance documents, SWaM certification (if applicable), and valid marketing material. In addition, CAI ensures the vendor is not prohibited from doing work within the Commonwealth.

## Staff Augmentation Vendor Network

The following description of the Staff Augmentation Vendor Network includes our proposed changes to the tiering structure for this new contract.

If the vendor is joining the Staff Augmentation Network, they are placed into one of three distinct Tiers:

- Tier 1
- Tier 2
- Non-Compliant Tier

A description of each Tier appears below.

Upon contract go-live, CAI will use historical data pulled from the VMS tool to form the Tier 1 group of vendors. This Tier 1 will consist of SwaM vendors and high-performing vendors. All other active vendors, and new non-SWaM vendors will be placed in Tier 2.

This will be a significant change to current processes, so CAI will want to work with VITA on the best Tiering structure that accomplishes our defined goals. Once we have confirmed a Tiering strategy, we will seek executive sponsorship for the changes, and we will create a strong communication plan for notifying vendors and agencies of the changes in the program. We will construct well-defined performance metrics and management around the Tiering structure.

During the first year of the contract, CAI will evaluate vendor performance quarterly such as number of submittals and number of candidate terminations, as well as compliance with program rules and guidelines. After the first year, CAI proposes evaluating vendor performance twice a year. We believe that after a year, we will have a well-defined group of vendors, all parties operating under the new performance management design, and we'll have historical data to ensure that CAI is able to meet our Program level goals with the tiering structure.

High performance vendors will be able to move from Tier 2 to Tier 1. Conversely, if a vendor does not meet the established performance standards, the vendor can be moved from Tier 1 to Tier 2. If a vendor is found to be non-compliant at any point during the contract, they are placed in the Not-Compliant Tier. Conditions will be clearly defined with regard to when vendors are moved to the not-compliant tier, and how they are potentially moved out.

If a vendor's documentation is not current, they are made inactive until the return current documentation.

## Tier 1

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One of the key success factors of this program is the use of the SWaM tier. In the future, Tier 1 will include SWaM vendors and high performance vendors who meet or exceed the vendor performance standards designated under this contract.

- CAI recognizes the desire to encourage SWaM participation and enable SWaM success under this contract.
- SWaM vendors have had great success under the ITCL contract and CAI will work to ensure that success continues under this contract.
- The Virginia Account Management team spends a great deal of time mentoring SWaM vendors on how to execute under the terms of the contract and the use of the VMS tool.
- Any vendor who joins the contingent labor network who is a certified SWaM vendor is placed in the SWaM Tier.
- Unless executing an exception process, a requisition is first released to Tier 1, which includes all performing SWaM vendors.
- Tier 1 will have sole access to the requisition for the first 48 hours of release (2 days).
- This head-start allows them to quickly determine whether or not they have qualified and available resources to submit to the requisition.
- They also have time to call their candidates, secure their representation, properly screen/interview them for the job, and submit them before the next Tier has reviewed the same requisition.

## Tier 2

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Tier 2 vendors have an important role in the program as well.

- If the Commonwealth decides to continue the open enrollment policy for staff augmentation vendors, thus allowing companies that can meet enrollment criteria the ability to join, we will need a Tier for those non-SWaM vendors to reside until their strengths can be assessed.
- Tier 2 vendors allow us to broadly expand our reach to many vendors, should we have very difficult skills to find for the commonwealth.
- Tier 2 vendors allows us to have specialty, niche vendors that are only interested in responding to particular requests

- Tier 2 allows for new companies to enroll, ensuring that we have access to new ideas and leading edge firms, because technologies change quickly.
- Tier 2 allows us to add vendors that may be specifically requested by an agency to provide a niche service.

## **SOW Vendor Network**

CAI anticipates using the existing SOW network of vendors who have proven to be a reliable group of partners in delivering the needs of the Commonwealth.

At a minimum, CAI will hold annual enrollments and bi-yearly internal vendor performance reviews.

- If the vendor is joining the SOW Vendor Network, they must go through a qualification process to ensure their viability to perform project work for the Commonwealth.
- CAI creates a request for information (Questionnaire) to distribute to the vendor community. This is a standard format used to obtain consistent information from these and future vendors and assists us in verifying their credentials.
- A vendor may qualify for one or multiple categories.
- During the application process, the vendor must prove its experience in the Project category and its financial stability.
- CAI also ensures SWaM vendors are represented for each of the Project Categories to ensure the Commonwealth can meet their SWaM goals for SOW work.
- Once a vendor has joined the SOW network, they are able to respond to SOW requisitions released to the Project Categories for which they qualify.
- CAI reviews the performance of the vendors in the SOW network with the Commonwealth to ensure the network is sufficient.

Our SOW Subcontractor Qualification Questionnaire is included at the end of this document (page 25).

## Adding Job Titles Process Flow

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Throughout the life of the contract, a need may arise to add more titles so the Commonwealth can satisfy its contingent labor needs.

### Determining a New Title is Needed

- When the hiring manager contacts the CAI Account Manager to discuss the contingent labor need, one of the first items that is agreed upon is which job title best satisfies the need.
- If the job description and skills required for the position do not match any of the job titles under the contract, the VA Account Management team begins the process of proposing a new job title for the contract.

### Determining the Job Title to Add

- The first step the VA Account Management team takes in determining the new job title is to gather a detailed job description from the agency including years of experience needed, education and certifications required, and specific skills and technologies required.
- That information is used to analyze ERI data and translate the job description details to the appropriate ERI labor code (eDOT).
- CAI then uses its pricing model to calculate the vendor and bill rates based on the wage rates from ERI.

### Presenting Job Title to Commonwealth

- The VA Account Management team meets with VITA and Supply Chain Management to present the new Job Title details.
- CAI reviews the justification for the new job title that is being proposed, the new job title and description, and the corresponding rate card.
- CAI researches any questions the Commonwealth poses during the review.
- If it is determined that the new job title is not needed, the VA Account Management team works with the agency originally requesting the position to re-qualify the need and place it in one of the existing job titles, or to provide contact information to VITA SCM so that another contract source may be considered.
- If the job title is approved, the new job title is added to the contract.

### Adding Job Title to Contract

- The CAI Executive Account Manager works with VITA and Supply Chain Management to add an amendment to the contract reflecting the new job title and its effective date.

- The CAI MSP Operations team works to make the necessary changes so the new job title will be available by the active date noted in the amendment.
- The VMS tool is configured to add the new job title and corresponding rates. This includes adding the appropriate templates for the job title so the agency can create a new requisition as well as associating the vendors to the new job title so they can submit candidates to these new requirements.
- The CAI MSP Operations team updates all contract documentation to include the new job title, descriptions, and rates. This includes updating documentation included on CAI's contract portal website.
- The VA Account Management team notifies the agencies and vendor networks of the effective date of the new job title and the details associated with it and assist the agencies with its appropriate use under the contract.

# SOW Subcontractor Qualification Questionnaire

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This document is presented in its entirety on the following pages, in its native format.



**SUBCONTRACTOR QUALIFICATION QUESTIONNAIRE**

**FOR**

**DELIVERABLE-BASED STATEMENT OF WORK (SOW)  
IT PROJECTS**

**Open Enrollment Period:  
March 26 – April 30, 2012**

Prepared by  
Computer Aid, Inc.

March 26, 2012

## INTRODUCTION

Computer Aid, Inc. (CAI), in support of its contract with Virginia Information Technologies Agency (VITA), is seeking qualified subcontractors to compete for deliverable-based, fixed price Statement of Work (SOW) subcontracts for IT projects with a maximum SOW value of \$2 million in the following Specialty Areas:

- |   |   |
|---|---|
| <input type="checkbox"/> Application Development          | <input type="checkbox"/> Information Security         |
| <input type="checkbox"/> Business Continuity Planning     | <input type="checkbox"/> IT Infrastructure            |
| <input type="checkbox"/> Business Intelligence            | <input type="checkbox"/> IT Strategic Planning        |
| <input type="checkbox"/> Business Process Reengineering   | <input type="checkbox"/> Project Management           |
| <input type="checkbox"/> Enterprise Architecture          | <input type="checkbox"/> Public Safety Communications |
| <input type="checkbox"/> Enterprise Content Management    | <input type="checkbox"/> Radio Engineering Services   |
| <input type="checkbox"/> Back Office Solutions            | <input type="checkbox"/> IV&V Services                |
| <input type="checkbox"/> Geographical Information Systems |   |

Your company is invited to complete this Subcontractor Qualification Questionnaire, and, if selected, to compete with other qualified subcontractors for the opportunity to respond to SOW requisitions under the CAI IT Contingent Labor (ITCL) Contract in your Specialty Area(s).

**Please note:** All subcontractors, if selected, must provide CAI with a signed Subcontractor Agreement and the required documentation outlined in the *Criteria for Joining* document on the <http://smsa.compaid.com> Web site, prior to being permitted to respond to a SOW requisition.

## CAI ITCL CONTRACT COMPONENTS

The CAI ITCL Contract is comprised of two separate programs:

1. **Staff Augmentation of IT temporary resources**
2. **SOW Deliverables-based, Fixed Price Projects**

The purpose of this Subcontractor Qualification Process is to solicit qualified participants for the SOW Deliverables-based, Fixed Price Projects program. If your company wishes to participate in the Staff Augmentation program, please refer to the <http://smsa.compaid.com> Web site for details.

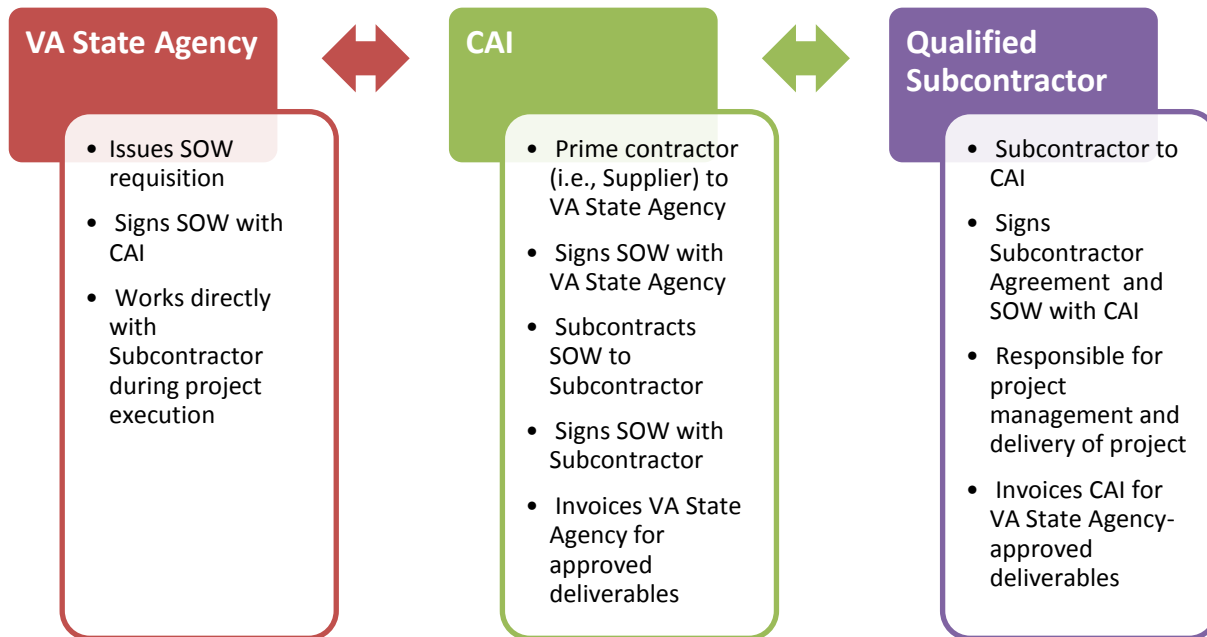
## **SOW DELIVERABLES-BASED, FIXED PRICE PROJECTS PROGRAM**

Unlike Staff Augmentation time and materials (T&M) requisitions, where VA State Agencies seek hourly, temporary IT resources to augment Agency staff, the SOW Deliverables-based, Fixed Price Projects program enables VA State Agencies to engage qualified subcontractors, who have proven experience in delivering end-to-end IT projects in a Specialty Area(s).

Characteristics of the SOW Deliverables-based, Fixed Price Projects program include:

- The SOW is the contractual document that defines the scope, schedule, fixed price, deliverables and payment schedule for a specific project
- Projects are priced and bid for a fixed cost (i.e., work is not performed on an hourly rate basis)
- Projects must be completed in a specific timeframe as defined in the SOW
- The Subcontractor is solely responsible for the overall project management and delivery of the defined project within the specified timeframe
- The Subcontractor submits completed SOW-defined deliverable artifacts (e.g., technical or requirements documents, reports, source code) to the owning Agency per the payment schedule in the SOW. Each project deliverable has a fixed price.
- The Subcontractor invoices CAI for each deliverable after receiving the owning Agency's approval, and CAI then invoices the owning Agency.

The contractual VA State Agency / CAI / Subcontractor relationship under the SOW Deliverables-based, Fixed Price Projects program is depicted below.



## SUBCONTRACTOR QUALIFICATION PROCESS

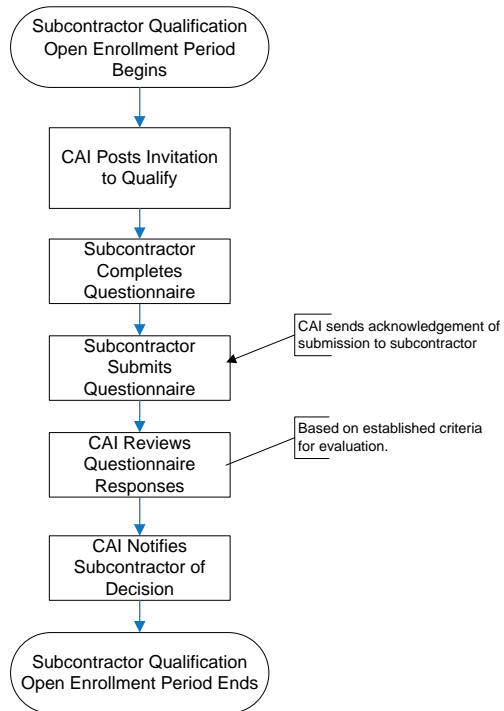
The purpose of the Subcontractor Qualification Process, illustrated below, is to evaluate your company's capabilities to provide SOW deliverable-based, fixed price IT services to the Commonwealth in your specified Specialty Area(s).

Please complete all sections of the questionnaire for the Specialty Area(s) that represents your company's core competencies. Leave the Specialty Areas blank for which you are not attempting to qualify. Only subcontractors, who have a proven track record for successfully delivering deliverable-based, fixed price IT projects, will be considered for SOW opportunities.

Complete the Subcontractor Submission Checklist in Appendix A then sign and submit your **completed** Subcontractor Qualification Questionnaire to CAI at [VAITCLSOW@compaid.com](mailto:VAITCLSOW@compaid.com) by **April 30, 2012**.

CAI will review your Subcontractor Qualification Questionnaire responses and communicate the results to you by **June 5, 2012**.

### Subcontractor Qualification Process Flow



## SELECTION CRITERIA

The Subcontractor Qualification Questionnaire is broken down into the following criteria for evaluation:

- General Information
- Financial Information
- Personnel
- Project Experience

CAI will evaluate each Subcontractor Qualification Questionnaire based on:

Completeness	Have all the questions been thoroughly answered?
Depth of Experience	Do the referenced projects demonstrate the subcontractor's ability to provide deliverable-based, fixed price IT services in the designated Specialty Area(s)?
Financial Stability	Is the subcontractor a viable, financially stable business partner?
Staff Expertise	Does the subcontractor have the ability to staff projects with skilled resources in the designated Specialty Area(s)?

## SUBCONTRACTOR QUALIFICATION OPEN ENROLLMENT PERIOD

The Subcontractor Qualification Open Enrollment Period begins on **March 26, 2012** and will close on **April 30, 2012**. Your company can submit the requested information anytime during the Subcontractor Qualification Open Enrollment Period.

If you have any questions, please contact Christy Butcher, CAI Senior Account Manager, at (804)288-4320 or Sue Flaxman, CAI Senior Account Manager, at (717) 651-3126.

The following information will be used for qualification evaluation purposes only and will be considered official information acquired in confidence. **Be aware that an incomplete questionnaire may lead to disqualification.**

## SUBCONTRACTOR QUALIFICATION QUESTIONNAIRE

Date Prepared	mm/dd/yyyy
---------------	------------

SUBCONTRACTOR INFORMATION			
Company Name (as appears on license)			
Company Address		City, State, Zip	
Contact Name		Title	
Contact Phone #		e-Mail Address	
Company Web Site			

NO.	QUESTION	RESPONSE
-----	----------	----------

NO.	QUESTION	RESPONSE
<b>1.0</b>	<b>GENERAL INFORMATION</b>	
1.1	Provide a copy of your Dun & Bradstreet report	
1.2	Federal Tax ID Number	
1.3	Provide a copy of your company's insurance certificate, which shows coverages of \$2 million commercial general liability and \$1 million E&O (Professional Liability). If your company does not currently meet these requirements, are you willing to obtain these coverages?	
1.4	We have reviewed the Subcontractor Agreement and agree to sign the Subcontractor Agreement if selected as a qualified Subcontractor (Yes/No). If No, explain.	
1.5	Company ownership structure (e.g., corporation, partnership, sole proprietorship).	
1.6	What is your company's primary business?	
1.7	How many years has your company been in business? Under the same name?	
1.8	List your office locations, and note which office is your corporate headquarters.	
1.9	How long has your company provided IT services in the	

NO.	QUESTION	RESPONSE
	Virginia marketplace (public and commercial sectors)?	
1.10	Is your company certified as a Small, Woman and Minority (SWaM)-owned business in the State of Virginia? If so, please provide your Virginia certification as an attachment.	
1.11	List any certifications/accreditations (e.g., Microsoft, ISO) that your company possesses.	
<b>2.0</b>	<b>FINANCIAL INFORMATION</b>	
2.1	Provide a copy of your company's financial statements (balance sheet and income statement) for the last three (3) years – 2009, 2010, 2011. All companies, regardless of ownership structure, are required to submit this information.	
2.2	Has your company done business with the Commonwealth of Virginia in the last two (2) years?	
2.3	What is the distribution of your company's annual sales revenue over the last two (2) years across Federal, State and commercial accounts?	Federal: _____ % State: _____ % Commercial: _____ %
2.4	For each of the last two (2) years, list your top five (5) customers by revenue.	<b>2011:</b>  <b>2010:</b>

NO.	QUESTION	RESPONSE
2.5	Provide the value of your company's deliverable-based, fixed price contracts for the last two (2) years.	<b>2011:</b>  <b>2010:</b>
2.6	Has your company or any of its principals ever petitioned for bankruptcy? If yes, explain.	
2.7	Has your company ever been terminated for poor performance on a contract awarded to you? If yes, explain.	
2.8	Are there any judgments, claims, arbitration proceedings or suits pending or outstanding against your company? If yes, explain.	
2.9	Has your company filed any lawsuits, submitted claims or been involved in any litigation with regard to your contract activity within the last ten (10) years? If yes, explain.	
2.10	Has your company been debarred in any state? If yes, explain.	
<b>3.0</b>	<b>PERSONNEL</b>	
3.1	What is your company's total number of fulltime employees (do not include contractors)?	
3.2	How many of the total fulltime employees are local to	

NO.	QUESTION	RESPONSE
	Richmond, VA?	
3.3	What is the percentage of employees versus subcontractors on your <i>current</i> , deliverable-based, fixed price contracts?	Employees _____% Subcontractors _____%
3.4	List what you consider to be your employees' key skill sets (e.g., .NET, FileNet, project management, LogiXML)	
<b>4.0</b>	<b>PROJECT EXPERIENCE</b>	
4.1	Describe any applicable methodologies and/or tools your company would apply in delivering your services to the Commonwealth (e.g., for development, quality, project management).	
4.2	Briefly describe your specialty and the scope of services your company provides. Use additional pages (maximum of 2) if needed, and attach any relevant marketing materials.	
4.3	<p>Describe <b>three (3) of your largest deliverable-based, fixed price projects delivered over the last five (5) years</b> that demonstrate your project experience in each of the Specialty Areas for which you wish to be considered. Leave the Specialty Areas blank that you are <i>not</i> applying for.</p> <p>Please note that you must provide, <b>at a minimum</b>, the following information for each of your three (3) Specialty Area projects:</p>	

NO.	QUESTION	RESPONSE
	<ul style="list-style-type: none"> <li>• <b>Project overview</b> – provide a brief overview of the project</li> <li>• <b>Client name and location (City, State)</b> – provide client's name and the city and state in which they are located</li> <li>• <b>Total Contract value (\$)</b> – what was the total contract value, in dollars, of this project?</li> <li>• <b>Contract type (Fixed Price; if other, explain)</b> – under what type of contract was the work performed? If this was not a fixed price contract, please explain.</li> <li>• <b>Project start and completion dates (mm/yyyy)</b> – provide the date the project started (mm/yyyy) and the date the project was completed (mm/yyyy).</li> <li>• <b>Services provided</b> – what type of services did your company provide to this client?</li> <li>• <b>List project deliverables</b> – list <i>up to</i> ten (10) deliverables (e.g., technical or requirements documents, reports, source code) that your company was contractually required to submit to this client for approval and payment.</li> <li>• <b>Was your company the prime contractor for this project and responsible for project delivery?</b> – did your company manage all aspects of this project as the prime contractor, or was your company a subcontractor to the contract owner (i.e., prime contractor)?</li> </ul>	

NO.	QUESTION	RESPONSE
	<ul style="list-style-type: none"> <li><b>Staffing – employees and/or subcontractors?</b> – did your company staff the project with your own employees, with subcontractors or a combination of the two?</li> </ul>	
	<b>Specialty Areas:</b>	
	<i>Application Development</i>	<b>Project # 1:</b> 1. Project overview:  2. Client name and location (City, State):  3. Total contract value (\$):  4. Contract type (Fixed Price; if other, explain):  5. Project start and completion dates (mm/yyyy):  6. Services provided:  7. List project deliverables:

NO.	QUESTION	RESPONSE
		<p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p>

NO.	QUESTION	RESPONSE
		<p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p>

NO.	QUESTION	RESPONSE
		9. Staffing – employees and/or subcontractors?:
	Business Continuity Planning	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>

NO.	QUESTION	RESPONSE
		<p><b>Project # 2:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li>   <li>2. Client name and location (City, State):</li>   <li>3. Total contract value (\$):</li>   <li>4. Contract type (Fixed Price; if other, explain):</li>   <li>5. Project start and completion dates (mm/yyyy):</li>   <li>6. Services provided:</li>   <li>7. List project deliverables:</li>   <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li>   <li>9. Staffing – employees and/or subcontractors?:</li> </ol>

NO.	QUESTION	RESPONSE
		<p><b>Project # 3:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li> <li>2. Client name and location (City, State):</li> <li>3. Total contract value (\$):</li> <li>4. Contract type (Fixed Price; if other, explain):</li> <li>5. Project start and completion dates (mm/yyyy):</li> <li>6. Services provided:</li> <li>7. List project deliverables:</li> <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li> <li>9. Staffing – employees and/or subcontractors?:</li> </ol>
	<i>Business Intelligence</i>	<b>Project # 1:</b>

NO.	QUESTION	RESPONSE
		<p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p>

NO.	QUESTION	RESPONSE
		<p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p>

NO.	QUESTION	RESPONSE
		<p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Business Process Reengineering</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p>

NO.	QUESTION	RESPONSE
		<p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p>

NO.	QUESTION	RESPONSE
		<p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p>

NO.	QUESTION	RESPONSE
		<p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Enterprise Architecture</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p>

NO.	QUESTION	RESPONSE
		<p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p>

NO.	QUESTION	RESPONSE
		<p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p>

NO.	QUESTION	RESPONSE
		<p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Enterprise Content Management</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p>

NO.	QUESTION	RESPONSE
		<p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p>

NO.	QUESTION	RESPONSE
		<p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p>

NO.	QUESTION	RESPONSE
		<p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Back Office Solutions</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p>

NO.	QUESTION	RESPONSE
		<p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p>

NO.	QUESTION	RESPONSE
		<p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this</p>

NO.	QUESTION	RESPONSE
		<p>project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Geographical Information Systems</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p>

NO.	QUESTION	RESPONSE
		<p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p>

NO.	QUESTION	RESPONSE
		<p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>

NO.	QUESTION	RESPONSE
	<p><i>Information Security</i></p>	<p><b>Project # 1:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li> <li>2. Client name and location (City, State):</li> <li>3. Total contract value (\$):</li> <li>4. Contract type (Fixed Price; if other, explain):</li> <li>5. Project start and completion dates (mm/yyyy):</li> <li>6. Services provided:</li> <li>7. List project deliverables:</li> <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li> <li>9. Staffing – employees and/or subcontractors?:</li> </ol>

NO.	QUESTION	RESPONSE
		<p><b>Project # 2:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li> <li>2. Client name and location (City, State):</li> <li>3. Total contract value (\$):</li> <li>4. Contract type (Fixed Price; if other, explain):</li> <li>5. Project start and completion dates (mm/yyyy):</li> <li>6. Services provided:</li> <li>7. List project deliverables:</li> <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li> <li>9. Staffing – employees and/or subcontractors?:</li> </ol> <p><b>Project # 3:</b></p>

NO.	QUESTION	RESPONSE
		<ol style="list-style-type: none"> <li>1. Project overview:</li> <li>2. Client name and location (City, State):</li> <li>3. Total contract value (\$):</li> <li>4. Contract type (Fixed Price; if other, explain):</li> <li>5. Project start and completion dates (mm/yyyy):</li> <li>6. Services provided:</li> <li>7. List project deliverables:</li> <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li> <li>9. Staffing – employees and/or subcontractors?:</li> </ol>
	IT Infrastructure	<p><b>Project # 1:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li> </ol>

NO.	QUESTION	RESPONSE
		<p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p>

NO.	QUESTION	RESPONSE
		<p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p>

NO.	QUESTION	RESPONSE
		<p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>IT Strategic Planning</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p>

NO.	QUESTION	RESPONSE
		<p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p>

NO.	QUESTION	RESPONSE
		<p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p>

NO.	QUESTION	RESPONSE
		<p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Project Management</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p>

NO.	QUESTION	RESPONSE
		<p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p>

NO.	QUESTION	RESPONSE
		<p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p>

NO.	QUESTION	RESPONSE
		<p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	<p><i>Public Safety Communications</i></p>	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p>

NO.	QUESTION	RESPONSE
		<p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p>

NO.	QUESTION	RESPONSE
		<p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p>

NO.	QUESTION	RESPONSE
		<p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>
	Radio Engineering Services	<p><b>Project # 1:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p>

NO.	QUESTION	RESPONSE
		<p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this</p>

NO.	QUESTION	RESPONSE
		<p>project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 3:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p>

NO.	QUESTION	RESPONSE
		9. Staffing – employees and/or subcontractors?:
	<i>IV&amp;V Services</i>	<p><b>Project # 1:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li> <li>2. Client name and location (City, State):</li> <li>3. Total contract value (\$):</li> <li>4. Contract type (Fixed Price; if other, explain):</li> <li>5. Project start and completion dates (mm/yyyy):</li> <li>6. Services provided:</li> <li>7. List project deliverables:</li> <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li> </ol>

NO.	QUESTION	RESPONSE
		<p>9. Staffing – employees and/or subcontractors?:</p> <p><b>Project # 2:</b></p> <p>1. Project overview:</p> <p>2. Client name and location (City, State):</p> <p>3. Total contract value (\$):</p> <p>4. Contract type (Fixed Price; if other, explain):</p> <p>5. Project start and completion dates (mm/yyyy):</p> <p>6. Services provided:</p> <p>7. List project deliverables:</p> <p>8. Was your company the prime contractor for this project and responsible for project delivery?:</p> <p>9. Staffing – employees and/or subcontractors?:</p>

NO.	QUESTION	RESPONSE
		<p><b>Project # 3:</b></p> <ol style="list-style-type: none"> <li>1. Project overview:</li>   <li>2. Client name and location (City, State):</li>   <li>3. Total contract value (\$):</li>   <li>4. Contract type (Fixed Price; if other, explain):</li>   <li>5. Project start and completion dates (mm/yyyy):</li>   <li>6. Services provided:</li>   <li>7. List project deliverables:</li>   <li>8. Was your company the prime contractor for this project and responsible for project delivery?:</li>   <li>9. Staffing – employees and/or subcontractors?:</li> </ol>

**The above information is true and correct to the best of my knowledge. Signature is required for submission to be considered.**

\_\_\_\_\_  
Signature Title

\_\_\_\_\_  
Print Name Date

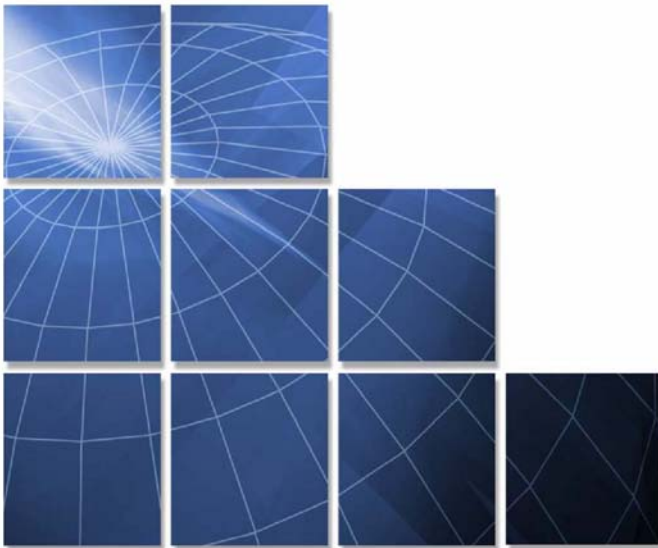
## APPENDIX A

### SUBCONTRACTOR SUBMISSION CHECKLIST

The Subcontractor Submission Checklist must be completed as part of the Subcontractor Qualification Questionnaire. If you answer "No" to any of the questions, an explanation is required.

Yes	No	Question	Explanation
		Have you submitted a copy of your company's Dun & Bradstreet report?	
		Have you submitted a copy of your company's Insurance Certificate that shows \$2 million commercial general liability and \$1 million E&O (Professional Liability)?	
		Have you submitted a copy of your company's Virginia SWaM certification, if applicable	
		Have you submitted a copy of your company's financial statements (balance sheet and income statement) for the last three (3) years?	
		Have you submitted any relevant marketing materials (optional)?	
		Have you signed the Subcontractor Submission Questionnaire?	

# Attachment B: Performance Reports



**CAI**  
Computer Aid, Inc.®

*'World Leader in **IT** Process and Productivity.'*

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## **Implementation of Modification 20**

- **Staff Augmentation changes**
  - Additional job titles and levels were added in response to analysis completed on prior service level agreements and feedback from users.
  - Skill Matrix was updated to include new technologies
    - Peoplefluent is configured with the new titles and rates
  - Communications Plan
    - Alert suppliers via Peoplefluent
      - Update Supplier web site
    - Alert agency users via Peoplefluent
      - CAI team to contact active and dormant agency users to let them know of program changes.
    - Draft release for VITA Communications
- **Supplier meetings to be scheduled for a Spring session**
  - Sessions to be held via webinar and/or in person to discuss Quarterly metrics, program changes and best practices





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# **Commonwealth of Virginia IT Contingent Labor (ITCL) Contract**

## **Fiscal Year 2013 First Quarter Review**

**Presented by Computer Aid, Inc.  
Monday, October 29, 2012**

**CONFIDENTIAL - NOT TO BE DISTRIBUTED WITHOUT VITA/CAI PERMISSION**

## **Agenda**

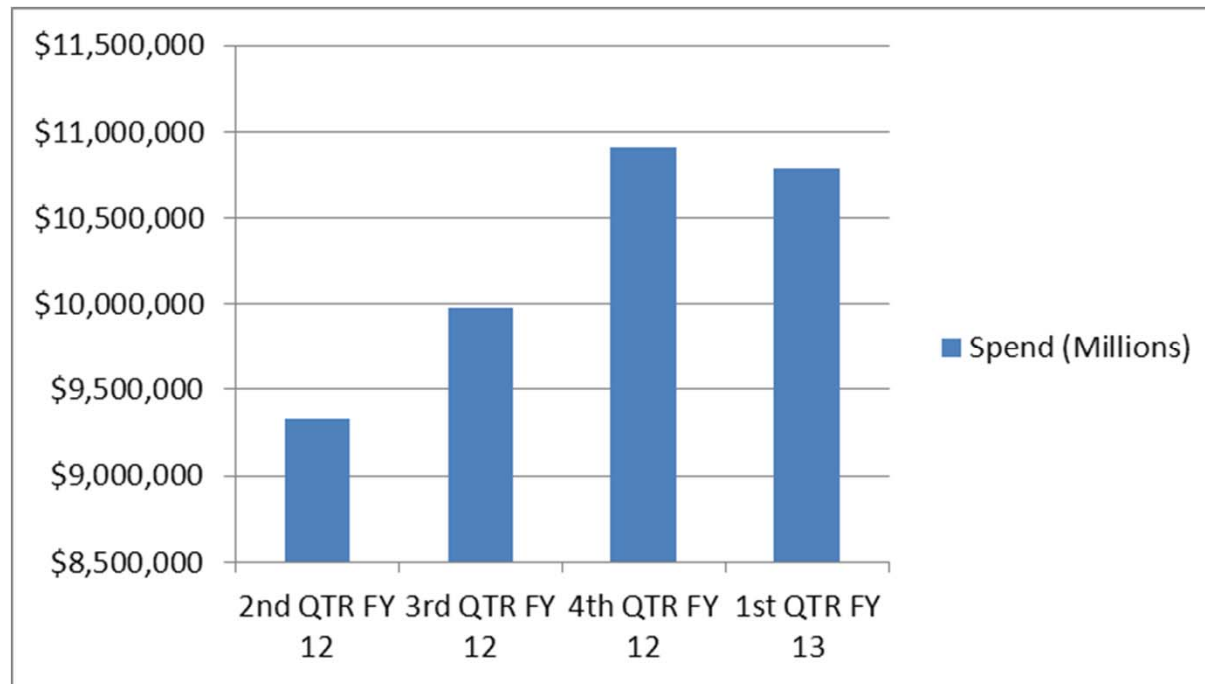
- **Executive Summary**
- **Staff Augmentation Metrics**
- **SOW Metrics**
- **Vendor Network Overview**
- **Staff Aug. Vendor Performance**
- **SOW Vendor Performance**
- **SOW Vendor Enrollment**
- **VA-based Vendors**
- **Market Landscape**
- **Use of the Exception Process**
- **Questions?**

## **Executive Summary**

- **Headcount Growth**
- **Transactions are up**
- **Program Marketing**
- **Program Enhancement**
- **Vendor Outreach**
- **Staff Augmentation**
- **SOW**

## Overall Agency Participation

- As of 9/30/12, there were 347 resources engaged under the contract
- Between 10/1/11 and 9/30/12, there were 273 engagements which started
- Over the past year, Commonwealth agencies have spent \$41 million

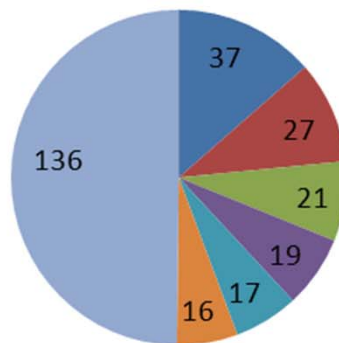


## Overall Agency Participation (continued)

- **Fifty agencies have procured resources in the past year**
  - Three agencies started using the contract this past quarter
    - Executive Branch Agencies – Dept. of Planning and Budget and State Council of Higher Education for VA
    - Other Public Bodies – Office of the Attorney General
- **Fifteen non-executive agencies account for 49 of the 273 total engagements between 10/1/11 and 9/30/12**
  - This equates to 17.9% of all engagements
  - State Corporate Commission and VA State University each had 10 engagements
- **“Other public bodies” have spent approximately \$3.9 million on staff augmentation resources over the past year**

## Overall Agency Participation (continued)

**Prior 4 Qtrs 10/1/11-9/30/12**

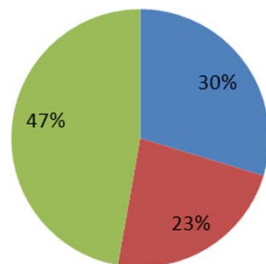


## Job Title Usage

- The Prog/Prog Analyst titles had the highest spend in the first quarter
- In the first quarter, the Exception title was used for twenty-seven engagements (29.7% of new Engagements).
  - 14 of the 27 were Timmons resources for 2 projects at DEQ & VDOT

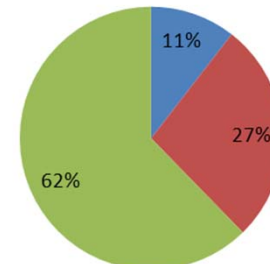
Percent of Engmnts 7/1/12 - 9/30/12

■ Exception ■ Programmer/Programmer Analyst ■ All Other Job Titles



Percent of Spend 7/1/12 - 9/30/12

■ Exception ■ Programmer/Programmer Analyst ■ All Other Job Titles



## Service Level Agreements

Service Level Agreement	Performance Target	Q1 Performance 7/1/12 – 9/30/12	Overall Performance 2/1/11 – 9/30/12
Resume Submittal Response Time	90% or higher	100.00%	93.63%
Round 1 Fill Rate	90% or higher	100.00%	98.61%
Attrition	8% or lower	1.10%	1.38%
Resource Dismissal	5% or lower	0.00%	1.58%
System Availability	99% or higher	99.95%	99.95%

- All SLAs were met in the first quarter

## Agency Participation

- As of 9/30/2012, there were 31 active SOW engagements
- Between 10/1/11 and 9/30/12, 46 projects at 21 agencies were engaged

	10/01/11 - 12/31/11	01/01/12 - 03/31/12	04/01/12 - 06/30/12	07/01/12 - 09/30/12	Last 4 Quarters
<b>SOWs Released</b>	10	14	11	12	47
<b>SOWs Engaged</b>	14	11	10	11	46
<b>SOWs Completed</b>	8	9	7	13	37

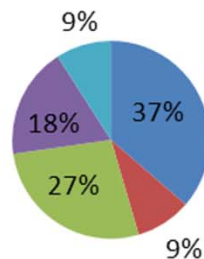
- **Three agencies procured SOW work for the first time this quarter**
  - Dept. of Historic Resources, Dept. of Human Resource Management, and Dept. of Taxation each had one project
- **Satisfaction of program remains high**
  - The average project survey score is 4.53 out of 5
  - CAI scored an average of 4.65 out of 5
  - The average survey score for the suppliers is 4.45 out of 5

## Specialty Area Usage

### ▪ Resurgence of Application Development

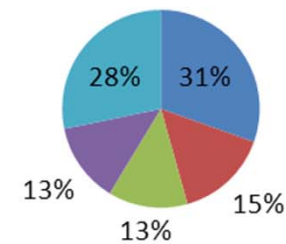
**Specialty Area Usage - FY '13 Q1  
(7/1/12 - 9/30/12)**

■ Application Development
 ■ Business Process Reengineer
 ■ IV&V
 ■ Other IT Specialties
 ■ Project Management



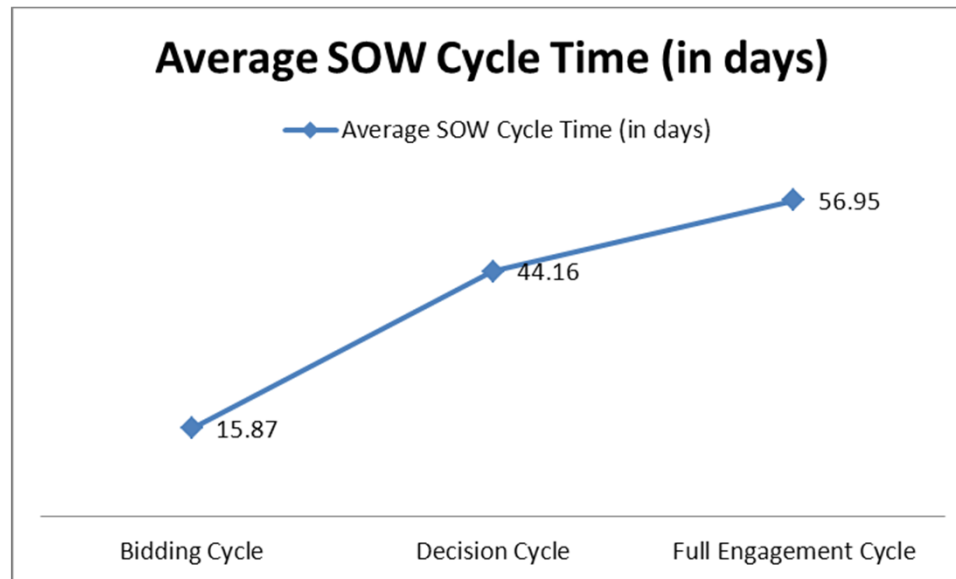
**Specialty Area Usage - Prior 4 Qtrs  
(10/1/11 - 9/30/12)**

■ Application Development
 ■ Information Security
 ■ IV&V
 ■ Project Management
 ■ All Other Specialty Areas



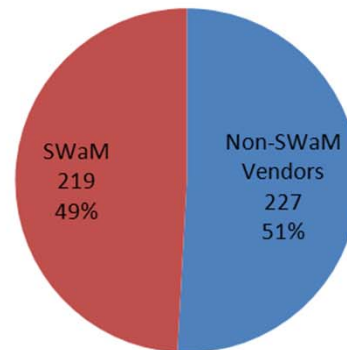
## Service Level Goals: Program to Date (1/1/11 – 9/30/12)

- Process cycle time metrics

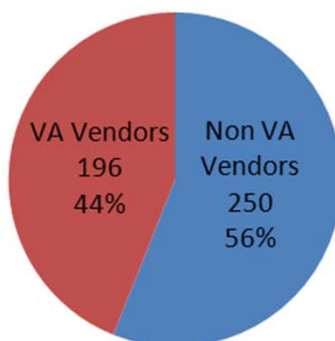


- Full engagement cycle averaging 56.95 days
- Payment cycle time metrics**
  - CoVA continues to pay CAI within 30 calendar days of CAI invoice generation
  - CAI is paying its vendors within seven calendar days of receipt of correct invoice

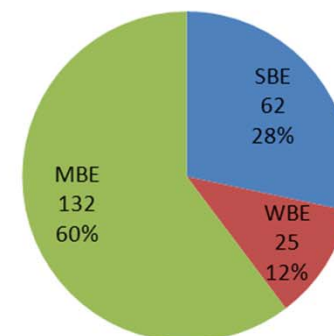
## Network Composition



### Virginia Vendors



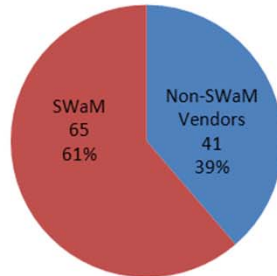
### SWaM Breakdown



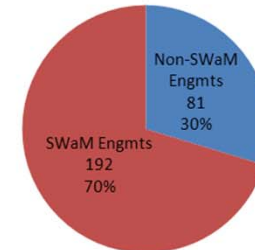
## Performance over the Past Year: 10/1/11- 9/30/12

- **SWaM vendors continue success under the ITCL contract**
  - 273 total engagements spread out across 106 vendors
  - 128 of the 273 engagements were competitive, meaning that they went out to the network for competition rather than just one sole vendor

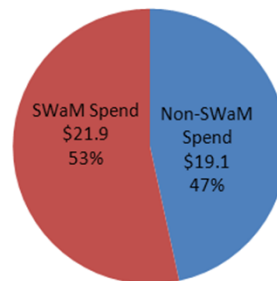
**Number of Winning Vendors**



**Engagement Breakdown**



**Spend Breakdown (Millions)**



## Six Month Performance Review: 4/1/12- 9/30/12

- **73 requirements released for competition**
  - 1,080 candidates were reviewed for consideration by the CAI AM team
    - 865 were SWaMs (80.10%)
  - 535 candidates were forwarded to the hiring managers for review
    - 422 were SWaMs (78.88%)
  - 61 candidates were selected for engagement against these reqs. as of 10/18/12
    - 47 of these candidates were from SWaMs (77.05%)

## Candidate Submittal Trends

- Candidate submittal trending down

	10/1/11 - 12/31/11	1/1/12 - 3/31/12	4/1/12 - 6/30/12	7/1/12 - 9/30/12
<b>Number of Reqs</b>	64	91	104	120
<b>Candidates Submitted</b>	1,138	1,617	1,799	1,511
<b>Average Submittals per Req</b>	17.78	17.77	17.30	12.59

## **Staff Aug Looking Ahead**

- Tight Labor Market
  - Ripple effect
  - Elevated Attrition Rate
- Right to Represent 7/1
- October Vendor Training Calls
- December 2012 – PO end dates for some agencies

## **SOW Vendor Performance over the Past Year : 10/1/11-9/30/12**

- **35 vendors submitted 114 SOW proposals against 47 SOW reqs**
  - 14 are SWaMs (42%)
    - 4 are SBEs (8.5%)
    - 4 are WBEs (8.5%)
    - 6 are MBEs (12.8%)
- **20 vendors have been awarded 46 SOW projects during this period**
  - 9 SWaMs have been awarded 26 of these projects
    - 4 are SBEs (15.4%)
    - 2 are WBEs (7.7%)
    - 3 are MBEs (11.5%)

## **SOW Looking Ahead**

- Vendor Performance Analysis
- Goals/Targets
- Exception Levels
- SOW business Levels

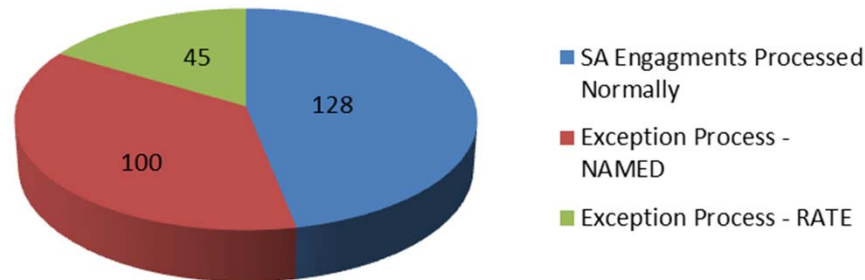
## Performance across other CAI Contracts

- Twenty-six VA-based vendors from the ITCL network have been awarded over \$11 million across all other CAI MSP contracts

	Pennsylvania	Arkansas	New Jersey	New Castle Cty, DE	Maine	Delaware	Ohio	Totals Across All Contracts
ARK Solutions inc - Chantilly , VA	\$25,994.72							\$25,994.72
ASTYRA CORPORATION - RICHMOND , VA	\$728,704.26							\$728,704.26
Avaron, Inc. - Herndon, VA		\$290,804.80						\$290,804.80
BRANCORE TECHNOLOGIES, LLC - RICHMOND, VA			\$303,256.17					\$303,256.17
Celerity IT of PA, LLC - Glen Allen, VA	\$78,965.78							\$78,965.78
CompuTech Systems Inc - Richmond, VA		\$201,879.44						\$201,879.44
Comtech, LLC - Reston, VA						\$77,484.98		\$77,484.98
Enterprise Grid Specialists LLC - Virginia Beach, VA	\$14,094.30							\$14,094.30
General Dynamics Information Technology, Inc. - Fairfax, VA	\$1,319,581.94							\$1,319,581.94
GeoEye Analytics, Inc. - McLean, VA			\$78,019.18					\$78,019.18
Gilmore Enviornmental Consulting - Blackstone, VA	\$2,550.34							\$2,550.34
Green Diamond, LLC - Arlington, VA			\$29,342.48					\$29,342.48
Idea Integration Corp - Reston, VA	\$2,241,175.34							\$2,241,175.34
IDEXCEL Inc - Herndon, VA	\$142,136.67		\$289,127.02					\$431,263.69
Infinite Dimensions, Inc. - Reston, VA	\$16,965.00							\$16,965.00
International Solutions Group Inc - Herndon, VA	\$233,584.78							\$233,584.78
IPC Technologies - Richmond, VA				\$733.97				\$733.97
Ken Systems, Inc. - Herndon, VA	\$491,925.27							\$491,925.27
Leading Edge Systems Richmond, Inc. - Richmond, VA						\$88,531.34		\$88,531.34
MultiVision Inc. - Fairfax, VA	\$50,295.70							\$50,295.70
NETCOM Group - Springfield, VA		\$18,253.10						\$18,253.10
Quantum Information Systems, Inc - Herndon, VA	\$97,406.82		\$161,325.57		\$259,729.06			\$518,461.45
Raimist Software LLC - Chantilly, VA	\$399,343.55							\$399,343.55
Randstad Technologies - Glen Allen, VA					\$1,431,465.83		\$5,584.80	\$1,437,050.63
TechDrive, Inc - Arlington, VA	\$831,873.47	\$174,257.64	\$622,797.66		\$217,441.90			\$1,846,370.65
vTech Solution Inc - Chantilly, VA	\$196,178.40	\$9,407.76			\$144,570.67			\$350,156.83
<b>Totals</b>	<b>\$6,870,776.32</b>	<b>\$694,602.73</b>	<b>\$1,483,868.07</b>	<b>\$733.97</b>	<b>\$2,053,207.45</b>	<b>\$166,016.32</b>	<b>\$5,584.80</b>	<b>\$11,274,789.66</b>

## Staff Augmentation Exceptions

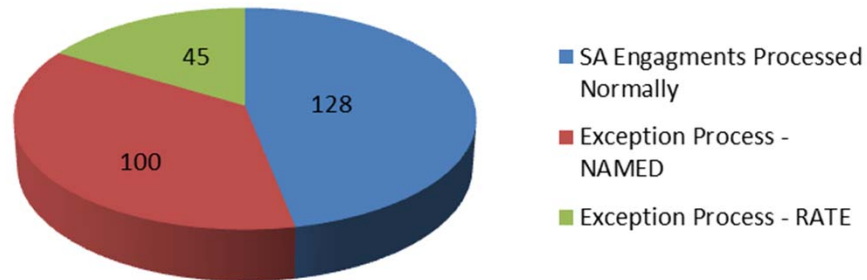
**Engagement Breakdown 10/1/11 - 9/30/12**



	10/1/11 - 12/31/11	1/1/12 - 3/31/12	4/1/12 - 6/30/12	7/1/12 - 9/30/12	10/1/11 - 9/30/12
<b>Total Number of Engagements</b>	41	64	77	91	273
<b>Non-Exception Engagements</b>	27	36	40	25	128
<b>Exception Engagements</b>	14	28	37	66	145
Named Exceptions	10	23	28	39	100
Rate Exceptions	4	5	9	27	45

## Staff Augmentation Exceptions (continued)

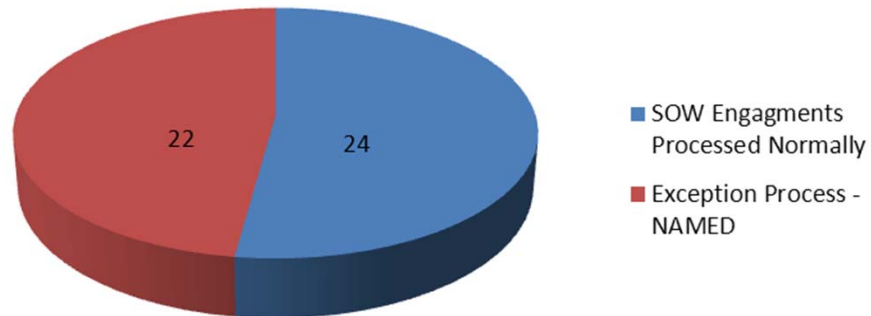
Engagement Breakdown 10/1/11 - 9/30/12



- **Since October 1, 2011, 145 of the 273 staff aug engagements have been subject to the exception process (through 9/30/12)**
  - One Hundred of the total number of engagements (36.6%) were named requirements for a specific resource/vendor
    - Sixty-two of the named requirements (70%) were reserved for SWaM vendors
    - Note: 24 of these 100 engagements are extensions of existing resources' assignments
  - Forty-five of the total number of engagements (16.5%) were rate exceptions
    - 26 of the rate exceptions (57.8%) were awarded to SWaM vendors

## SOW Exceptions

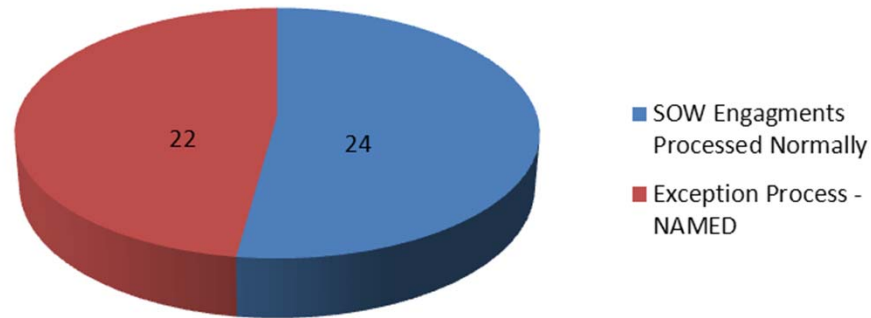
**Engagement Breakdown 10/1/11 - 9/30/12**



	10/1/11 - 12/31/11	1/1/12 - 3/31/12	4/1/12 - 6/30/12	7/1/12 - 9/30/12	10/1/11 - 9/30/12
<b>Total Number of Projects</b>	14	11	10	11	46
<b>Non-Exception Engagements</b>	9	4	4	7	24
<b>Exception Engagements</b>	5	7	6	4	22

## SOW Exceptions (continued)

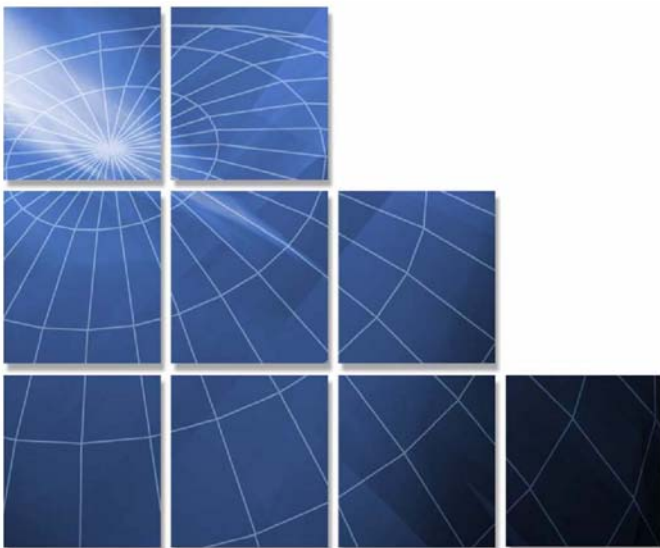
Engagement Breakdown 10/1/11 - 9/30/12



- **Since October 1, 2011, 22 of the 46 SOW engagements (47.8%) have been subject to the exception process (through 9/30/12)**
  - Ten different vendors received these exception awards
  - Seventeen of these exception SOWs (77.3%) were awarded to SWaMs

# Questions?


# Attachment C: Peoplefluent VMS



**CAI**  
Computer Aid, Inc.®

*'World Leader in **IT** Process and Productivity.'*

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**Requisition**  
 asdf (34598)

Reports To  
Linda Leiby

Req. Status  
Draft

Start Date  
01/01/13

End Date  
01/31/13

Job Selection
 Details
 Skills
 **Compliance**
 Distribution
 Reference
 ApprovalHistory

This section outlines Compliance and/or On/Offboarding tasks that will need to be completed as part of the Candidate Submittal and/or Engagement process. If any changes need to be made to the default requirements for this Requisition, click on the "Show All" icon in the upper-right of this panel and make the necessary changes. If your role does not support the ability to view this icon and changes are required, please contact your administrator.

Group Name	Details	Linked	Global
Standard Items			Yes
Item	Owner	Due	Id
Background Check from Vendor - received from vendor	Vendor	Before Engagement	2186
Background Check from Vendor - sent to client	Client - On/Offboard Contact	Engagement Start Date	2187
Bring passport or BC, badging Day 1	Vendor	Engagement Start Date	2189
collect contractor information (address, drivers license & state)	Vendor	Engagement Start Date	2192
ING CESC badge form	Client	Engagement Start Date	2188
PO received	Client	Before Engagement	2193
SPPM form	Vendor	Engagement Start Date	2190

Page 1 of 1

Displaying 1 - 1 of 1

Sample Checklist Using Compliance Manager in Peoplefluent

IT Contingent Labor MSP  
Managed by CAI

Create View Reports Admin Quick Find Adv Search

Candidate Summary All Candidates

Reset View Save View Hide Filters

Action Candidate

Contains Equals

Eng

Busillo, Thomas

Campbell, Elizabeth

Carrie, David

Casey, James

Chakravorty, Sudip

Chanarayapatnamarasi...

Ghandier, Jermaine

Charlson, LaTanya

Chava, Padmini

Chava, Sita

Cheturi, Jagadish

Chilukuri, Sudha

Cibo, David

Clark, Lawrence

Claudio, Carmen

Cohen, Janet

Cole, Joshua

Cole, Karen

Collins, Barry

Collins, Joshua

Engaged

DSS Business Analyst 5...

DAV IT Security Analyst...

DOAV Business Continu...

SCC Programmer Analy...

DBR System Administra...

279149

262725

262728

243974

299650

Filled

Filled

Filled

Filled

Filled

Endicott Marsha

Bowling Roger

Bowling Roger

Moseley Angela

Randall Paul

Candidate Duplicate Status

Candidate: Elizabeth Campbell

Candidate ID: 1042185

Duplicate Status: Possible Dupe

Candidate	Cand. Status	Available for Rehire	Req. Title	Req. ID	Req. Status	Vendor	Duplicate Status
Campbell Eliza...	No longer en...	Yes	VDOT GIS Prod Sp 2...	194033	Filled	Experis IT Services...	Possible Dupe
Campbell Eliza...	Reject-Req Cl...	Yes	VDOT Prod Specialis...	201088	Filled	Experis IT Services...	
Campbell Eliza...	No longer en...	Yes	VDOT Prod Specialis...	201088	Filled	Experis IT Services...	Possible Dupe

Page 1 of 1

Displaying 1 - 3 of 3

Save Cancel

Vendor Submitted Date

Contains Equals

mm/dd/yy

Mira Systems Inc 07/05/12 09:01 am

Experis IT Services US... 12/03/10 01:57 pm

Smart Resources, Inc. 11/26/12 12:03 pm

SyCom 07/10/12 10:38 am

Cogent Infotech Corpora... 01/18/12 05:24 pm

BRANCORE TECHNOL... 03/07/12 01:14 pm

Macon IT 11/28/11 02:14 pm

A&G 09/13/12 10:54 am

MODIS INCORPORATED 03/05/12 12:18 pm

Data Concepts, LLC 01/23/12 09:47 am

Data Inc 01/04/11 05:29 pm

CS xperts LLC 12/01/10 09:52 am

R3 Solutions 12/01/10 02:27 pm

Assura, Inc. 08/10/12 03:09 pm

Technology Partners Ma... 06/30/11 01:29 pm

Tech2 Business Solutions 01/04/12 12:18 am

Assura, Inc. 07/02/11 05:48 pm

Assura, Inc. 07/02/11 05:49 pm

Experis IT Services US... 12/30/10 09:25 am

DRONENET LLC 07/01/12 03:04 am

Bulk Actions

Tenure Tracking of an Individual

## ■ Candidate Length of Stay Audit Summary

Refreshed: Thursday, January 10, 2013 10:41:08 AM

Engagement Threshold (in weeks): 52 Weeks

### Total Candidates At Risk\*

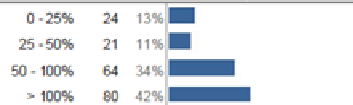
Total Candidates Over Threshold:

Avg Engt Length to Date (weeks):

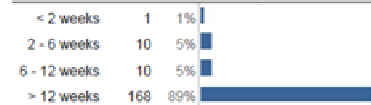
Average Client Rate:

\*within 10% of threshold

### Candidates Over Threshold by % Over



### Candidates Over Threshold by Weeks Left



### Candidates At Risk

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
1240917	Williams, George	VDACS Project Manager 3 - Williams	International Consulting Services LLC	Nott, Catherine A	\$80.88	17 Jan 12	51.29	16 Jan 13	1
1243587	Woodington, Robert	VSU Programmer 5 - Woodington	BRANCORE TECHNOLOGIES, LLC	Hayes, Stephanie	\$79.00	17 Jan 12	51.29	31 Mar 13	11.57
1243421	Hancock, Ruth	DOE SQL Programmer Analyst 3	Macon IT	Bryant, Matt	\$65.00	19 Jan 12	51	28 Jun 13	24.29
1251977	Jenkins, Kelly N	DSS Business Analyst 5 - Jenkins	Tech2 Business Solutions	Endicott, Marsha	\$84.00	23 Jan 12	50.43	30 Jun 13	24.57
1249897	Brown, Kathy	DOE SQL Programmer Analyst 3 - Brown	CODE X, INC.	Bryant, Matt	\$65.00	24 Jan 12	50.29	28 Jun 13	24.29
1250373	Chakravorty, Sudip	VITA ERP Analyst 4	Cogent Infotech Corporation	Deltrick-Stewart, Melinda L	\$92.41	31 Jan 12	49.29	30 Jun 13	24.57
1254287	Potts, Cynthia L	VEC Prog 3 - COBOL	Comtech, LLC	McGugan, Jr., Raymond A	\$55.77	13 Feb 12	47.43	30 Jun 13	24.57
1255284	Wirth, Mike	DMAS Organizational Change Mgr - Wirth	Udig Technologies, LLC	Mix, David	\$208.74	13 Feb 12	47.43	30 Sep 13	37.71
1257145	Yanishak, Charity	VDOT Business Analyst 5 - Sharepoint	Impact Makers, Inc.	Nahm, John	\$82.53	13 Feb 12	47.43	30 Jun 13	24.57

### Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
7984501	Sarp, Murad	UVA System Admin/VolP	ATLANTIC RESOURCE GROUP	Oliver, Rick	\$45.15	18 May 09	190.43	30 Jun 13	24.57
1009421	Banerjee, Krish	VCE Programmer 3 - Banerjee	CODE X, INC.	LaBarbera, Sebastian	\$58.09	01 Dec 10	110.14	07 Feb 13	4.14
1041729	Bassett, John T	VDOT Infrastructure Sol Arch 3 - Bassett	Morton Consulting	Tauer, Pam	\$76.74	01 Dec 10	110.14	30 Jun 13	24.57
1040425	Bommireddipalli, Ramakrishna	DSS Business Analyst 5 - Bommireddipalli	Tech2 Business Solutions	Endicott, Marsha	\$84.00	01 Dec 10	110.14	30 Jun 13	24.57

Document: VMC40 - Candidate Length of Stay Audit Summary

Refreshed By: i36805leiby



Page: 1 of 9

## Candidate Length of Stay Report

The screenshot displays the 'Candidate Compare' interface in the PeopleClick Authoria system. The interface is titled 'Candidate Compare' with a sub-header 'Project Manager (Sys. ID: 26955)'. On the left, there is a 'Selection Criteria' sidebar with a list of criteria: Employed Previously, Composite Score, Deployable Rating, Bid Rate, Relevant Experience, University degree, and Familiar with programming languages. The main area shows five candidate cards, each with a profile picture, name, and a table of criteria. The candidates are: 22001 Steve Sanders, 22006 Jones Sally, 22128 Owens Billy, 22019 Smith Allen, and 22050 Sanders Tom. Each card displays the following criteria: Employed Previously, Composite Score, Deployable Rating, Bid Rate, Relevant Experience, University degree, and Familiar with programming languages. The bottom of the interface shows a row of candidate thumbnails.

Candidate ID	Name	Employed Previously	Composite Score	Deployable Rating	Bid Rate	Relevant Experience	University degree	Familiar with programming languages
22001	Steve Sanders	No	107.258	8	\$17	Meets	Meets	Meets
22006	Jones Sally	No	107.258	8	\$10.5	Exceeds	Meets	Meets
22128	Owens Billy	No	100	8	\$10.30	Meets	Meets	Meets
22019	Smith Allen	No	100	8	\$45	Meets	Meets	Meets
22050	Sanders Tom	No	100	8	\$10.30	Meets	Meets	Meets

Side-by-Side Comparison of Candidates

Hi Linda! My Account Log Off Help ?

**Candidate**  
 Parkh, Sunil (1485856)

Vendor	Candidate Status	Req Title	Reference Info
Software People Inc	Active	VITA Server Administrator	Req ID: 313903

[Details](#)
[Skills](#)
[Employment Info](#)
[Rate Info](#)
[Reference](#)
[History](#)

Availability: Immediate

Summary of Qualifications: Over 15 years of Admin experience

**Additional Information**

Candidate Phone Number: (516) 252-4934

Is vendor a SWaM?: Yes

Interview Requested But Candidate Declined? (CAI Use Only):

Interview Scheduled But Candidate Didn't Show? (CAI Use Only):

Offer Made But Candidate Declined? (CAI Use Only):

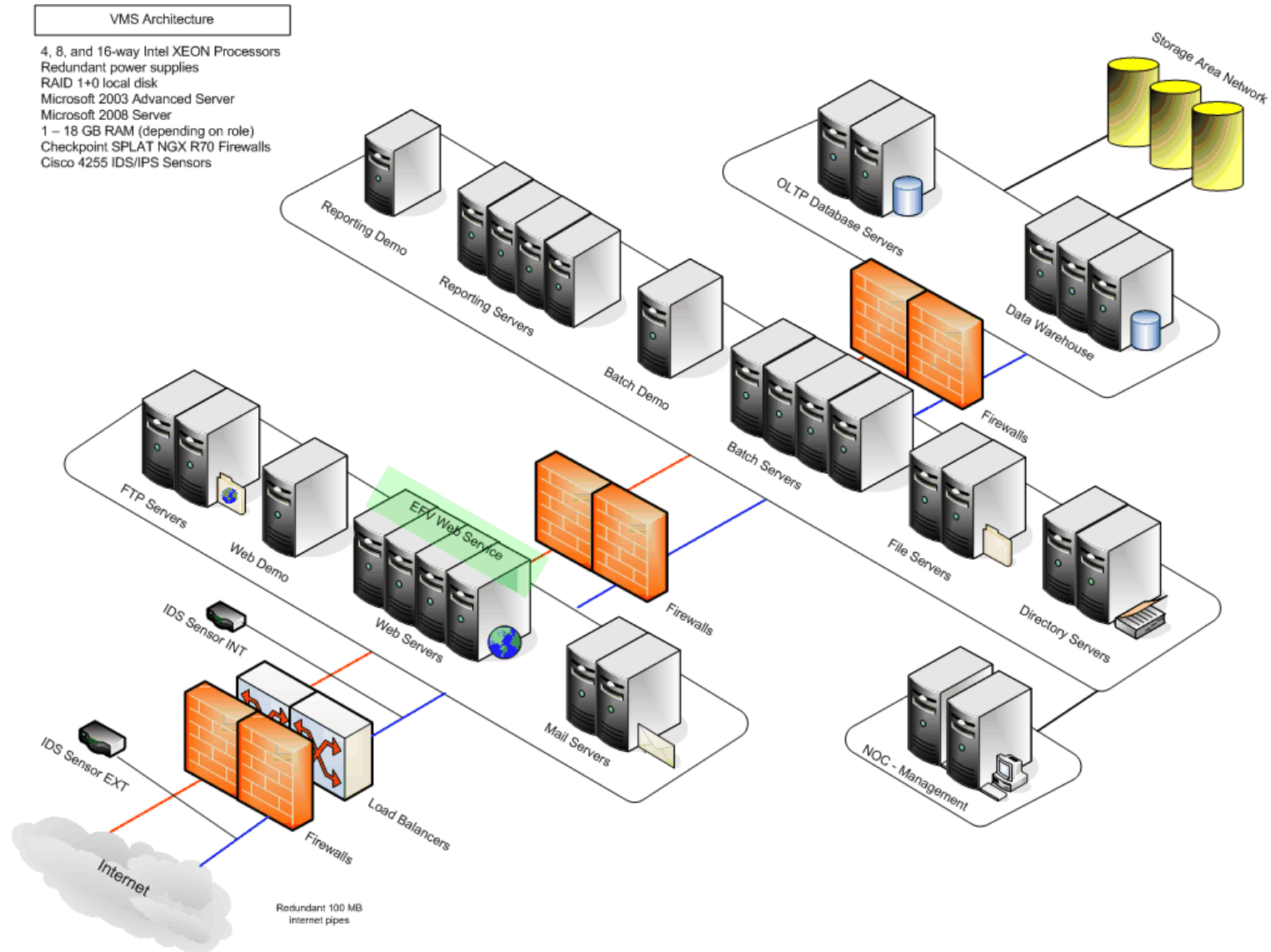
Offer Accepted But Candidate Didn't Start Assignment? (CAI Use Only):

[Candidate Summary List](#)
[Edit](#)

Candidate Quality

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# Data Center Architecture



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# Peoplefluent VMS Application Report Samples

prepared for:



Prepared: Monday, July 11, 2011

# Vendor Scorecard

Refreshed: Monday, July 11, 2011 1:22:27 PM

Period: 1/1/2008 - 6/30/2008

Vendor: Acme SuperTemps

## Active Engagement Stats

New Engagements This Period	135
Disengagements This Period	84

**Current Active Engagements** 143

### Current Engagement Roll-off Summary

< 0 days	1	1%	
0 - 30 days	7	5%	
30 - 90 days	49	34%	
> 90 days	86	60%	

**Approved Spend This Period** \$9,825,282

Base Client Rate Spend	\$9,823,348	100%
Non-Base Rate Spend	\$1,934	0%

## Candidate Submittal Activity

Reqs Received (this period)	139	
Total Openings	214	
Reqs with No Submittal	37	27%
Openings with No Submittal	59	28%
Reqs With Submittal	102	73%
Openings With Submittal	155	72%
Cand Submitted (this period)*	167	114 / 176 **
Cand Decision Made	167	100%

Cand Decision Pending

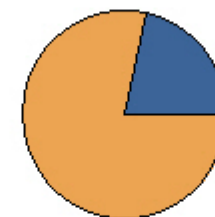
**Submittals / Req Ratio** 1.5 : 1

**Submittals / Opening Ratio** 0.9 : 1

\* includes submits for reqs received prior to current period

\*\* total reqs/openings with candidate submittals this period

## Candidate Quality - Submitted



### Candidate Count

Rejected	36	22%
Selected	131	78%
total	167	

### Rejected Candidate Reasons Breakdown

Closed/Filled	27	75%
Not Qualified	3	8%
Duplicate	2	6%
Not Avail	2	6%
Rate Issue	2	6%

## Vendor Rate Analysis

### Vendor Submitted Rate Comparison

	at / below	above
to All Vendor Submittal Avg	77%	23%
to Final Engaged Avg	85%	15%
> 10% below NTE	20%	80%

### Missing Rate Information Summary

Reqs with No NTE Rate	43	38%
Candidates with No Rate	17	10%

## Vendor Efficiency

### Candidate Submittal Responsiveness

	First Submittal	All Submittals
< 4 days	50 44%	59 35%
4 - 14 days	27 24%	39 23%
15 - 21 days	11 10%	15 9%
> 21 days	26 23%	54 32%

### Time & Expense Submittal Responsiveness

	Timesheets	Expenses
< 3 days	2,939 79%	71 5%
3 - 7 days	253 7%	293 20%
8 - 14 days	152 4%	504 34%
>14 days	399 11%	623 42%

## Candidate Quality - Engaged

False Starts: 3

Candidates Hired: 13



### Candidate Count

Bad	15	17.9%
Good	69	82.1%
total	84	

### Bad Disengagement Reasons Breakdown

Poor	5	33%
Resigned	5	33%
Terminated	5	33%

# Year-To-Date Vendor Diversity Analysis

Refreshed: Monday, July 11, 2011 1:22:27 PM

## Active Vendor Diversity Summary

Non-Diverse	120	94%	
Diverse - Minority Owned	7	5%	
Diverse - Woman Owned	1	1%	
<b>Total</b>	<b>128</b>		

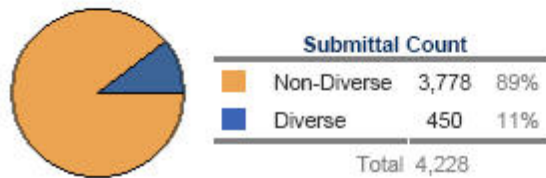
## Top Diverse Vendors in Spend

Top 3 Diverse Vendors	Spend	%
Acme SuperTemps	\$11,262,844	68%
Professional Staffing Group	\$3,298,555	20%
Midrange Technical Partners, Inc.	\$793,893	5%
Sum of Top Vendors	\$15,355,292	
All Other Diverse Vendors	\$1,123,469	

## Top Diverse Vendors in Engagements

Top 3 Diverse Vendors	Cnt	%
Acme SuperTemps	245	64%
New Horizon Administrative	53	14%
Professional Staffing Group	47	12%
Sum of Top Vendors	345	
All Other Diverse Vendors	39	

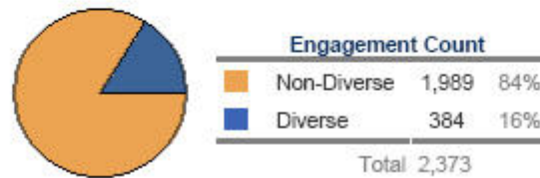
## Year-to-Date Candidate Submittals



### Diversity Type Breakdown

Minority Owned	381	85%	
Woman Owned	69	15%	

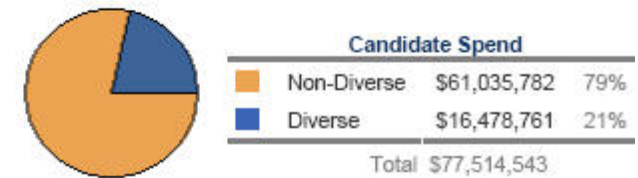
## Year-to-Date Candidate Engagements



### Diversity Type Breakdown

Minority Owned	331	86%	
Woman Owned	53	14%	

## Year-to-Date Candidate Spend



### Diversity Type Breakdown

Minority Owned	\$15,827,783	96%	
Woman Owned	\$650,978	4%	

## Year-to-Date Diverse Vendor Spend Summary

Diversity Class	Vendor Name	City, ST	Vendor Contact	Org ID	Internal Vendor Number	Cands Subm	Cands Engd	Year-To-Date Total Spend
Minority Owned	Midrange Technical Partners	Cleveland, OH	John Democratouss	2104	AG - 0000200988	15	26	\$793,893
Minority Owned	Computer Experts	Cleveland, OH	Andrea Ferrari	2105	AG - 0000202351	8	3	\$144,330
Minority Owned	Professional Staffing Group	Cleveland, OH	Michael Munsterville	2107	AG - 0000202349	146	47	\$3,298,555
Minority Owned	GST International Corporation	Cleveland, OH	Sandy Melgosara	2139	AG - 0000201590			
Minority Owned	Oddyssey Admin Clerical	Cleveland, OH	Nathan Schick	2144	AG - 0000202015	9	8	\$312,385
Minority Owned	Trident Technical Services Inc.	Cleveland, OH	Jim MacCelvoy	2155	AG - 0000201852	23	2	\$15,777
Minority Owned	Acme SuperTemps	Oriando, FL	Anthony Mullins	2912	AG - 0000142809	180	245	\$11,262,844
Woman Owned	New Horizon Staffing Group	Cleveland, OH	Beth Rodriguez	5017		69	53	\$650,978

# Vendor Sourcing Effectiveness

Refreshed: Monday, July 11, 2011 1:22:27 PM

Cands Submitted Between: 1/1/2008 12:00:00 AM - 6/25/2008 12:00:00 AM

Vendor(s): Acme SuperTemps

Overall Counts			Candidate Counts by Current Status										
			Pending Decision				Engaged		Rejected				
Total Cands	Total Reqs	Total Openings	New	Active	Interview	Pend Engt	Engaged	No Longer Engaged	Duplicate / Inadeq Info	Not Qual / Stronger Cand	Rate Issue	Not Avail	Req Closed / Filled
277	189	273	3				144	57	3	10	4	6	49

## Top Req Classes - Candidates Submitted

Top 10 Req Classes	Subm	%	% of Total	Engd	%	% Engaged
Information Technology: Client Server	133	53%	<div></div>	93	70%	<div></div>
Information Technology: Infrastructure/Desktop Support	52	21%	<div></div>	44	85%	<div></div>
Information Technology: IT General	37	15%	<div></div>	31	84%	<div></div>
Information Technology: Web Based	17	7%	<div></div>	10	59%	<div></div>
Information Technology: Northeast (MA, NH, NJ, NY & PA)	13	5%	<div></div>	6	46%	<div></div>
Total Top 10 Req Classes	252					
(all other Req Classes)	25					

Top 10 Req Classes % of Total 91.0%

## Top Req Classes - Candidates Engaged

Top 11 Req Classes	Engd	%	% of Total	Subm	%	% Engaged
Information Technology: Client Server	93	50%	<div></div>	133	70%	<div></div>
Information Technology: Infrastructure/Desktop Support	44	24%	<div></div>	52	85%	<div></div>
Information Technology: IT General	31	17%	<div></div>	37	84%	<div></div>
Information Technology: Web Based	10	5%	<div></div>	17	59%	<div></div>
Information Technology: Mainframe	7	4%	<div></div>	10	70%	<div></div>
Total Top 11 Req Classes	185					
(all other Req Classes)	92					

Top 11 Req Classes % of Total 66.8%

# Rate Analysis by Position

Refreshed: Monday, July 11, 2011 1:22:27 PM

Submittal / Engt Period: 1/1/2009 - 2/21/2009

Vendor(s): All Vendors

Parent Req Class(es): All Parent Req Classes

Candidates Submitted					Candidates Engaged				
Total Cands	Minimum Rate	Maximum Rate	Median Rate	Average Rate	Total Cands	Minimum Rate	Maximum Rate	Median Rate	Average Rate
642	\$12.00	\$175.00	\$70.59	\$69.41	156	\$32.00	\$175.00	\$72.99	\$77.90

## Top Requirement Classes (Candidate Volume)

\* - excludes candidates submitted without rate

Top 5 Requirement Classes	Total Cands	Candidates Submitted *					Candidates Engaged				
		# Cands	Min Rate	Max Rate	Med Rate	Avg Rate	# Cands	Min Rate	Max Rate	Med Rate	Avg Rate
Support Technician Level 1	103	88	\$30.00	\$37.03	\$37.00	\$36.37	15	\$35.00	\$37.03	\$36.00	\$35.94
Technical Architect Level 2	71	65	\$75.00	\$111.90	\$93.63	\$96.39	6	\$93.63	\$111.90	\$111.20	\$105.58
Application Technician Level 1	55	49	\$32.00	\$37.03	\$37.00	\$36.74	6	\$32.00	\$37.03	\$37.00	\$36.18
Senior DBA Level 3	55	45	\$70.00	\$108.34	\$90.00	\$93.76	10	\$80.00	\$108.34	\$99.00	\$96.01
Senior Consultant Level 5	50	48	\$37.03	\$175.00	\$79.14	\$106.86	2	\$79.00	\$170.00	\$124.50	\$124.50
Total Top 5 Req Classes	334	295	\$30.00	\$175.00	\$75.00	\$69.88	39	\$32.00	\$170.00	\$37.03	\$66.64
(all other Req Classes)	464										

Top 5 Req Class % of Total 41.9%

## Top Parent Requirement Classes (Candidate Volume)

\* - excludes candidates submitted without rate

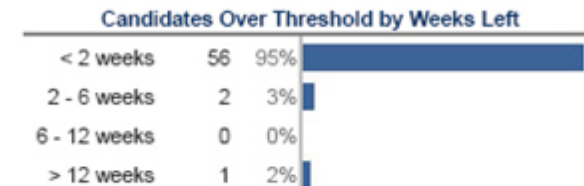
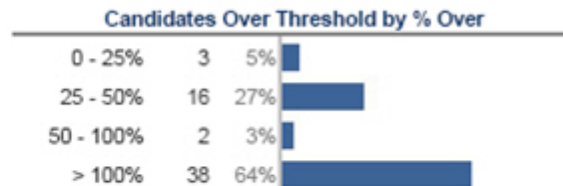
Top 6 Parent Requirement Classes	Total Cands	Candidates Submitted *					Candidates Engaged				
		# Cands	Min Rate	Max Rate	Med Rate	Avg Rate	# Cands	Min Rate	Max Rate	Med Rate	Avg Rate
Customer Support	247	204	\$30.00	\$49.35	\$37.03	\$39.16	43	\$32.00	\$49.35	\$39.02	\$41.78
Business Analyst	158	119	\$37.03	\$175.00	\$75.00	\$90.43	39	\$49.00	\$175.00	\$115.93	\$104.39
Architect	81	68	\$75.00	\$111.90	\$93.63	\$96.90	13	\$85.00	\$111.90	\$110.50	\$103.01
Developer	77	58	\$63.00	\$94.99	\$73.42	\$77.56	19	\$65.24	\$94.99	\$94.90	\$88.55
Database Administrator	72	62	\$66.00	\$108.34	\$84.06	\$86.98	10	\$80.00	\$108.34	\$99.00	\$96.01
System Administrator	72	62	\$51.22	\$75.66	\$75.66	\$73.39	10	\$49.00	\$106.50	\$74.25	\$70.71
Total Top 6 Parent Req Classes	707	573	\$30.00	\$175.00	\$70.59	\$69.42	134	\$32.00	\$175.00	\$75.66	\$79.06

# Candidate Length of Stay Audit Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Engagement Threshold (in weeks): 26 Weeks

**Total Candidates At Risk\*:** 5  
**Total Candidates Over Threshold:** 59  
**Avg Engt Length to Date (weeks):** 136.62  
**Average Client Rate:** 50.06  
 \*within 10% of threshold



## Candidates At Risk

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
17886	Hoekstra, Mike	IT Project	Staffing, Inc.	pc_Nichols, Patrick	\$0.00	01 May 08	24.14	01 Oct 08	-2.14
18017	Holland, Brad	IDOA - Senior Project Manager	Technology, Inc.	HM, Indiana	£74.27	01 May 08	24.14	31 Jul 08	-11
18018	Holland, Brad	IDOA - Senior App Dev	Technology, Inc.	HM, Indiana	£63.49	01 May 08	24.14	31 Jul 08	-11
17747	Scott, Michael	RN Travel	Staffing, Inc.	Manager, Reports to	\$65.00	01 May 08	24.14	01 Oct 08	-2.14
17724	Wilson, Jack	Finance Project	Staffing, Inc.	pc_Nichols, Patrick	\$0.00	01 May 08	24.14	01 Dec 08	6.57

## Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
4288	Olson, Simon	Programmer	Staffing, Inc.	Manager3, Hiring	\$52.00	15 Jan 03	300.29	15 Jan 08	-39.29
4399	McKinney, Jeffrey	Administrative Assistant	Admin Staffing	Manager3, Hiring	\$19.00	30 Jan 03	298.14	31 Dec 07	-41.43
4398	Dobis, Carolyn	Clerk I	Admin Staffing	Manager, Reports to	\$25.00	01 Feb 03	297.86	15 Feb 08	-34.86
4284	Moore, Harold	Programmer	Technology, Inc.	Manager, Reports to	\$58.00	01 Feb 03	297.86	27 Feb 08	-33.14
4286	Springer, Jennifer	Programmer	Technology, Inc.	Manager3, Hiring	\$58.00	01 Feb 03	297.86	31 Jan 08	-37
4331	Fallow, Fred	Programmer	Staffing, Inc.	Manager3, Hiring	\$58.50	08 Feb 03	296.86	20 Jan 08	-38.57
4640	HUGHES, EMMA	Programmer	Staffing, Inc.	Manager6, Hiring	\$72.00	28 Feb 03	294	28 Feb 08	-33
4435	Casper, Kelly	Programmer	Staffing, Inc.	Manager6, Hiring	\$70.00	01 Mar 03	293.86	01 Sep 03	-267.43
4666	Dawson, Blair	Administrative Assistant	Admin Staffing	Manager, Reports to	\$13.00	01 Mar 03	293.86	18 Apr 08	-25.86
4433	Taylor, Julie	Programmer	Staffing, Inc.	Manager, Reports to	\$72.00	01 Mar 03	293.86	01 Oct 08	-2.14
4298	Usher, Robyn	Programmer	Technology, Inc.	Manager, Reports to	\$25.00	01 Mar 03	293.86	01 May 08	-24
4332	Zertuche, Joe	DBA-1	Staffing, Inc.	Manager8, Hiring	\$53.00	03 Mar 03	293.57	30 Jun 03	-276.43
4664	Dawson, Scott	Administrative Assistant	Admin Staffing	McCrea, Bernadette	\$25.00	31 Mar 03	289.57	18 Apr 03	-286.86
4462	Olson, Scott	Network Support Analyst	Technology, Inc.	Manager, Reports to	\$50.00	31 Mar 03	289.57	21 Feb 08	-34

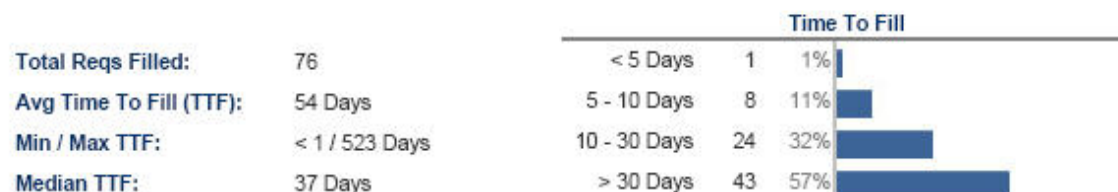
# Requirement Cycle Time Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Reqs Filled Between: 3/1/2008 12:00:00 AM - 3/15/2008 12:00:00 AM

Manager(s): All Managers

Root Req Class(es): All Root Req Classes



Sorted by Total TTF (descending)

Req ID	Req Title	Cand ID	Candidate Name	Reports To	Vendor	Req Crtd Dt	Cand Eng Dt	Total TTF	Req Dist	Cand Subm	Cand Eval	Cand Eng
109638	Project managment & Analysis -SSGA Paris	609619	Ahammed, Ashid	Rendall, Brian	Acme SuperTemps	28 Sep 06	04 Mar 08	523	< 1	517	< 1	6
136822	Field Support - Exp	583638	Bartolome, Wesley D	Sullivan, Dan	Acme SuperTemps	29 Aug 07	06 Mar 08	190	62	69	59	< 1
136822	Field Support - Exp	592898	ross, Alan E	Sullivan, Dan	Acme SuperTemps	29 Aug 07	06 Mar 08	190	62	86	7	35
146894	Level 4EA	616707	Keough, Penny	Clapp, Audrey L	Acme SuperTemps	10 Dec 07	12 Mar 08	93	< 1	93	< 1	< 1
147076	Level 4EA	614375	Flynn, Richard	Hatfield, Michelle	Acme SuperTemps	11 Dec 07	13 Mar 08	93	< 1	87	6	< 1
147080	Level 4EA	612183	Javier, Johane	Byers, Karen	Acme SuperTemps	11 Dec 07	12 Mar 08	92	62	21	9	< 1
147216	Accountant (Mid Level / Staff)	613971	Stein, Joshua	Lewis, Robert	Acme SuperTemps	11 Dec 07	13 Mar 08	93	62	24	7	< 1
147238	Accountant (Mid Level / Staff)	614791	NELSON, NICOLA	Springer, Maria	Acme SuperTemps	11 Dec 07	07 Mar 08	87	< 1	87	< 1	< 1
147331	Accounts Payable Analyst	612802	Osuji, Nkem-Tope	Howell, Neycole	Acme SuperTemps	12 Dec 07	07 Mar 08	86	< 1	83	3	< 1
147433	Investment Mgmt. Accounting	615208	Ramaj, Genta	Derr, Michael	Acme SuperTemps	12 Dec 07	10 Mar 08	89	< 1	89	< 1	< 1
147722	Customer Service - Junior	614260	Nee, Richard	Egan, Kathleen	Acme SuperTemps	13 Dec 07	07 Mar 08	85	60	25	< 1	< 1
147889	Data Entry	613506	Barry, Laura	Bonomo, Mary Ellen	Acme SuperTemps	14 Dec 07	14 Mar 08	91	< 1	82	9	< 1
147943	Accountant (Mid Level / Staff)	617424	Tzadok, Shye	Lewis, Robert	Acme SuperTemps	15 Dec 07	13 Mar 08	89	58	31	< 1	< 1
147954	Investment Mgmt. Accounting	613975	CINAR, ISIL	McDonough, Shannon	Acme SuperTemps	15 Dec 07	11 Mar 08	87	< 1	82	5	< 1
148393	Strat. Sourc. Contractor - Exp	598587	Yanchuk, Oleg	Wood, David	Acme SuperTemps	20 Dec 07	03 Mar 08	74	29	18	27	< 1
148393	Strat. Sourc. Contractor - Exp	601799	Chunikhin, Alexey	Wood, David	Acme SuperTemps	20 Dec 07	03 Mar 08	74	29	25	20	< 1
148393	Strat. Sourc. Contractor - Exp	601809	Tikhonov, Egor	Wood, David	Acme SuperTemps	20 Dec 07	05 Mar 08	76	29	25	22	< 1

# Global Monthly Contingent Spend

Refreshed: Monday, July 11, 2011 1:22:27 PM

## Region: United States

			Local Currency ( \$ USD)		Rollup Currency (USD)		
Cost Center	Req Class	Engaged Contractors	Engagement Budget	Spend this Period	Exchange Rate	Engagement Budget	Spend this Period
100 - Administration	Administrative Assistant	7	\$80,850.00	\$25,872.00	1.000000	\$80,850.00	\$25,872.00
100 - Administration	Receptionist	3	\$25,740.00	\$8,236.80	1.000000	\$25,740.00	\$8,236.80
200 - Human Resources	Benefits Administrator	1	\$14,850.00	\$4,752.00	1.000000	\$14,850.00	\$4,752.00
200 - Human Resources	HR Administrator	2	\$33,000.00	\$10,560.00	1.000000	\$33,000.00	\$10,560.00
200 - Human Resources	HR Generalist	2	\$31,350.00	\$10,032.00	1.000000	\$31,350.00	\$10,032.00
300 - Marketing	Events Planner	5	\$107,250.00	\$34,320.00	1.000000	\$107,250.00	\$34,320.00
300 - Marketing	Marketing Programs Coordinator	3	\$74,250.00	\$23,760.00	1.000000	\$74,250.00	\$23,760.00
300 - Marketing	Public Relations Analyst	2	\$61,050.00	\$19,536.00	1.000000	\$61,050.00	\$19,536.00
<b>TOTAL</b>		<b>25</b>	<b>\$428,340.00</b>	<b>\$137,068.80</b>		<b>\$428,340.00</b>	<b>\$137,068.80</b>

## Region: United Kingdom

			Local Currency ( £ GBP)		Rollup Currency (USD)		
Cost Center	Req Class	Engaged Contractors	Engagement Budget	Spend this Period	Exchange Rate	Engagement Budget	Spend this Period
150 - Administration	Administrative Assistant	4	£39,600.00	£12,672.00	1.839000	\$72,824.40	\$23,303.81
450 - Client Support	Customer Support Manager	2	£16,500.00	£5,280.00	1.839000	\$30,343.50	\$9,709.92
450 - Client Support	Customer Support Rep - Level 1	15	£89,100.00	£28,512.00	1.839000	\$163,854.90	\$52,433.57
450 - Client Support	Customer Support Rep - Level 2	3	£23,760.00	£7,603.20	1.839000	\$43,694.64	\$13,982.28
550 - Development	Business Analyst	12	£205,920.00	£65,894.40	1.839000	\$378,686.88	\$121,179.80
550 - Development	Programmer 1	18	£356,400.00	£114,048.00	1.839000	\$655,419.60	\$209,734.27
550 - Development	Programmer 2	7	£184,800.00	£59,136.00	1.839000	\$339,847.20	\$108,751.10
<b>TOTAL</b>			<b>£916,080.00</b>	<b>£293,145.60</b>		<b>\$1,684,671.12</b>	<b>\$539,094.76</b>

## Region: Europe

			Local Currency ( € EUR)		Rollup Currency (USD)		
Cost Center	Req Class	Engaged Contractors	Engagement Budget	Spend this Period	Exchange Rate	Engagement Budget	Spend this Period
270 - Human Resources	HR Generalist	2	€ 25,080.00	€ 8,025.60	1.264400	\$31,711.15	\$10,147.57
680 - Engineering	Data Center Analyst	9	€ 225,720.00	€ 72,230.40	1.264400	\$285,400.37	\$91,328.12
680 - Engineering	Engineering Lead	3	€ 81,675.00	€ 26,136.00	1.264400	\$103,269.87	\$33,046.36
680 - Engineering	Systems Engineer	9	€ 218,592.00	€ 69,949.44	1.264400	\$276,387.72	\$88,444.07
<b>TOTAL</b>			<b>€ 551,067.00</b>	<b>€ 176,341.44</b>		<b>\$696,769.11</b>	<b>\$222,966.12</b>

**TOTAL**

**\$2,809,780.23 \$899,129.68**

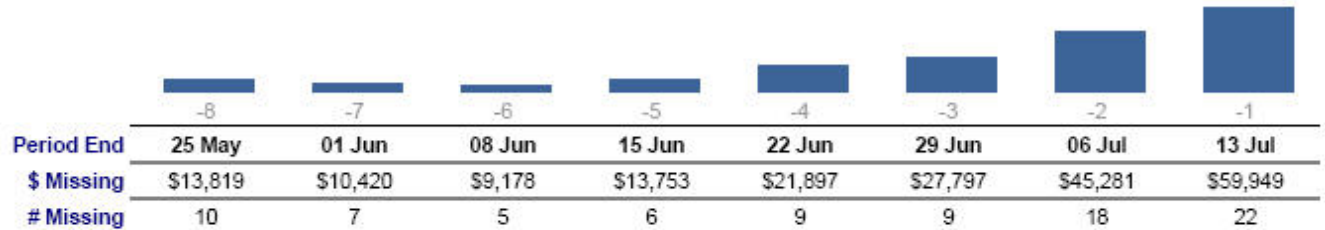
# Current Missing Timesheets

Refreshed: Monday, July 11, 2011 1:22:27 PM

Vendor(s): Acme SuperTemps

Manager(s): All Managers

Total Expected TS Cnt: 1,248  
 # Missing (%): 86 ( 6.9% )  
 Est \$ Missing: \$202,094  
 # Candidates: 39



Missing Spend Estimation Method: Avg Approved TS Spend Config Weekly Hours \* Client Rate Est Weekly Hours \* Client Rate sort order: Vendor, Missing Cnt, Candidate Name

Cand ID	Candidate Name	Vendor Name	Manager	Engt Start	Engt End	Miss Cnt	Est. Spend Missing	Timesheet Period End Date							
								25 May	01 Jun	08 Jun	15 Jun	22 Jun	29 Jun	06 Jul	13 Jul
602790	Carabello, Melinda	Acme SuperTemps	Borza, Liz	28 Jan 08	31 Jul 08	8	\$3,943	♦	♦	♦	♦	♦	♦	♦	♦
597246	Grabbe, Michael	Acme SuperTemps	Johnson, Robert	18 Jan 08	01 Sep 08	8	\$2,797	♦	♦	♦	♦	♦	♦	♦	♦
466552	Chandersekhar, Pramod	Acme SuperTemps	Jain, Rajeev	05 Mar 07	31 Dec 08	6	\$38,625			♦	♦	♦	♦	♦	♦
660797	Santiago, Gilbert	Acme SuperTemps	Reddish, Ryan	12 Feb 08	12 Aug 08	4	\$4,085	♦	♦	♦	♦				
472468	Crimmins, David	Acme SuperTemps	Freeman, Michelle	19 Mar 07	31 Dec 08	3	\$849		♦				♦	♦	
629130	Derazhne, Mikhail	Acme SuperTemps	Charpentier, Colette	31 Mar 08	15 Aug 08	3	\$8,794						♦	♦	♦
609621	Elish, Dave	Acme SuperTemps	Richman-Lally, Roni	28 Feb 08	31 Jul 08	3	\$4,379					♦		♦	♦
316261	Gaffey, Barry	Acme SuperTemps	Sherman, Jonathan	03 Jan 06	30 Jun 08	3	\$2,337	♦			♦	♦			
580052	Lamont, Lyda	Acme SuperTemps	Duffy, Timothy	26 Dec 07	31 Jul 08	3	\$14,019				♦			♦	♦
386416	Abdirahman, Hassan	Acme SuperTemps	Feeney, Patrick	17 Jul 06	31 Dec 08	2	\$1,557							♦	♦
542461	Cahill, Jim	Acme SuperTemps	Reddish, Ryan	25 Sep 07	02 Jan 09	2	\$7,340		♦						♦
615438	Doolittle, Jeffrey	Acme SuperTemps	Thomas, Robert	03 Mar 08	31 Aug 08	2	\$3,231							♦	♦
659590	Kumar, Sunny	Acme SuperTemps	Costa, Michael	16 Jun 08	16 Sep 08	2	\$4,680					♦			♦
667404	Martinez, Luis	Acme SuperTemps	Bastia, Greg	27 Jun 08	30 Sep 08	2	\$4,756						♦	♦	
579557	Mccree, Sheila	Acme SuperTemps	Duffy, Timothy	26 Dec 07	31 Jul 08	2	\$9,689							♦	♦
569202	Mullins, William	Acme SuperTemps	Abbas, Fidae	05 Nov 07	10 Jun 08	2	\$6,963	♦	♦						

# Timesheet Spend Overview

Refreshed: Monday, July 11, 2011 1:22:27 PM

TS Submitted Between: 1/1/2008 - 10/15/2008

Manager(s): All Managers

Vendor(s): All Vendors

Req Class(es): All Req Classes

Overall Timesheet Spend				Timesheet Spend by Current Status				
Total TS	Total Hours	Total Spend	Avg Bill Rate	Submitted	Approved	Suspended	Invoiced	Rejected
227	6,282	\$344,964	\$54.91	\$7,892	\$83,342		\$248,438	\$5,293

## Top Managers

Top 4 Managers	TS Cnt	Total Spend
Manager, Reports to	185	\$289,495
pc_Nichols, Patrick	25	\$52,778
Manager3, Hiring	15	\$2,691
nichols, patrick	2	\$0
Total Top 4 Managers	227	\$344,964
(all other Managers)	0	(\$0)
Top 4 as % of Total	100.0%	100.0%

## Top Vendors

Top 3 Vendors	TS Cnt	Total Spend
Technology, Inc.	132	\$216,661
Staffing, Inc.	93	\$125,900
Admin Staffing	2	\$2,403
Total Top 3 Vendors	227	\$344,964
(all other Vendors)	0	(\$0)
Top 3 as % of Total	100.0%	100.0%

## Top Req Classes

Top 5 Req Classes	TS Cnt	Total Spend
Information Technology	181	\$283,884
Accounting/Finance	34	\$44,989
Nursing	4	\$7,788
Fixed Bid	5	\$5,900
Admin/Clerical	2	\$2,403
Total Top 5 Req Classes	226	\$344,964
(all other Req Classes)	1	(\$0)
Top 5 as % of Total	99.6%	100.0%

# Requirement Overview

Refreshed: Monday, July 11, 2011 1:22:27 PM

TS Submitted Between: 3/1/2008 12:00:00 AM - 3/18/2008 12:00:00 AM

Manager(s): All Managers

Vendor(s): All Vendors

Req Class(es): All Req Classes

Overall Timesheet Spend				Timesheet Spend by Current Status				
Total TS	Total Hours	Total Spend	Avg Bill Rate	Submitted	Approved	Suspended	Invoiced	Rejected
3,198	114,197	\$6,963,559	\$60.98	\$12,194	\$0		\$6,885,380	\$65,985

## Top Managers

Top 5 Managers	TS Cnt	Total Spend
McLaughlin, Carol	52	\$286,904
Weingart, Daniel	99	\$280,396
Prabhakar, Rajiv	45	\$180,526
Georgius, Jennifer	28	\$135,342
Wood, David	96	\$103,700
Total Top 5 Managers	320	\$986,868
(all other Managers)	2,878	\$5,976,691
Top 5 as % of Total	10.0%	14.2%

## Top Vendors

Top 5 Vendors	TS Cnt	Total Spend
Acme SuperTemps	365	\$1,018,763
Professional Staffing, Inc.	824	\$825,192
Central Staffing Specialties of Northern Virginia	151	\$431,664
Critical Needs IT Consultants	75	\$414,246
Phoenix Brothers - Operations Consultants Group	113	\$305,510
Total Top 5 Vendors	1,528	\$2,995,375
(all other Vendors)	1,670	\$3,968,184
Top 5 as % of Total	47.8%	43.0%

## Top Req Classes

Top 5 Req Classes	TS Cnt	Total Spend
Information Technology	1,855	\$4,782,650
Administrative / Clerical	370	\$1,202,170
Finance & Operations	869	\$864,325
Nursing / Clinical	63	\$74,756
Light Industrial	41	\$39,658
Total Top 5 Req Classes	3,198	\$6,963,559
(all other Req Classes)	0	\$0
Top 5 as % of Total	100.0%	100.0%

# Requirement Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Manager(s): All Managers

Vendor(s): AcmeSuperTemps

Total # Engagements: 153  
Average Engt Length: 55.39 weeks  
Total Estimated Budget: \$20,991,646  
Total Est. Budget Remains: \$6,060,243  
Average Est. Budget: \$137,200

## Engagements by Length

< 4 weeks	0	0%
4 - 26 weeks	36	24%
26 - 52 weeks	66	43%
> 52 weeks	51	33%

## Engagements by Estimated Budget

< \$25,000	9	6%
\$25,000 - \$75,000	48	31%
\$75,000 - \$150,000	52	34%
> \$150,000	44	29%

Sort Order: Manager, Candidate Status, Engt Thru

Engt ID	Req Title	Manager	Vendor Name	Candidate Name	Engt Start	Engt Thru	Engt Weeks	Estimated Budget	Est Budget Remains
121018	Business/Data Analyst - Exp	Agarwal, Rajeev	Acme SuperTemps	Balsubramanian, Gopinath	24 Jul 06	30 Sep 08	114.29	\$588,571	\$55,179
181584	Business/Data Analyst - Exp	Albaugh, Karen	Acme SuperTemps	Boudreau, Roberta	18 Mar 08	31 Jul 08	19.43	\$47,530	\$4,893
177178	Applications Programmer - Exp	Anderson, Joe	Acme SuperTemps	Derby, James	01 Mar 08	31 Aug 08	26.29	\$86,217	\$21,086
191641	DB Developer - Exp	Bandi, Krish	Acme SuperTemps	Melpakkam, Srikanth	30 Jun 08	31 Oct 08	17.71	\$53,143	\$45,429
170823	Business/Data Analyst - Exp	Bastia, Greg	Acme SuperTemps	Desyatnik, Maksim	14 Jan 08	30 Sep 08	37.29	\$96,943	\$27,857
177801	Business/Data Analyst - Exp	Bastia, Greg	Acme SuperTemps	Peters, Gillian	03 Mar 08	30 Sep 08	30.29	\$76,320	\$27,000
178140	Business/Data Analyst - Exp	Bastia, Greg	Acme SuperTemps	Mehmeti, Ina	24 Jan 08	30 Sep 08	35.86	\$81,754	\$24,429
184453	Accountants - Exp	Bastia, Greg	Acme SuperTemps	Carella, Suzanne	31 Mar 08	30 Sep 08	26.29	\$67,291	\$27,429
184507	Accountants - Exp	Bastia, Greg	Acme SuperTemps	Gardner, Jason	31 Mar 08	30 Sep 08	26.29	\$63,086	\$25,714
184518	Accountants - Exp	Bastia, Greg	Acme SuperTemps	Chery, Carline	21 Apr 08	30 Sep 08	23.29	\$58,680	\$27,000
186962	Accountants - Exp	Bastia, Greg	Acme SuperTemps	Awasthi, Abhrawashyu	31 Mar 08	30 Sep 08	26.29	\$53,623	\$21,857
191202	Accountants - Exp	Bastia, Greg	Acme SuperTemps	Martinez, Luis	27 Jun 08	30 Sep 08	13.71	\$31,817	\$24,857
183886	Help Desk	Battis, Bob	Acme SuperTemps	Cornell, Daniel	14 Apr 08	14 Oct 08	26.29	\$27,074	\$13,096
186322	Fixed Income Performance Analyst	Bellavance, Jeffrey	Acme SuperTemps	Karrai, Laith	05 May 08	31 Dec 08	34.43	\$71,611	\$49,623
188438	Business/Data Analyst - Exp	Berlangieri, Ben	Acme SuperTemps	Potu, Chandra	01 Apr 08	01 Oct 08	26.29	\$110,400	\$45,600
190428	Project Manager - Exp	Bonn, Nick	Acme SuperTemps	Winter, Steven	18 Jun 08	23 Dec 08	27	\$315,900	\$265,757
174891	Field Support - Int	Borza, Liz	Acme SuperTemps	Sanchez, Maria	28 Jan 08	31 Jul 08	26.57	\$18,653	\$1,404
175069	Field Support - Int	Borza, Liz	Acme SuperTemps	Carabello, Melinda	28 Jan 08	31 Jul 08	26.57	\$18,653	\$1,404
118430	Field Support - Int	Bridges, Chris	Acme SuperTemps	Am, Sophanarith	17 Jul 06	31 Jul 09	158.71	\$122,591	\$41,820
164259	Business/Data Analyst - Exp	Camden, Andrea	Acme SuperTemps	Samoulian, Mike	19 Nov 07	19 Aug 08	39.29	\$147,086	\$17,650
83066	Help Desk Operator - Int	Cashman, Tom	Acme SuperTemps	Sesay, Ederick	25 Jul 05	26 Jan 09	183.14	\$141,460	\$21,296
182459	QA Engineer - EXP	Charpentier, Colette	Acme SuperTemps	Derazhne, Mikhail	31 Mar 08	15 Aug 08	19.71	\$59,143	\$12,429

# Engagement Detail

Refreshed: Monday, July 11, 2011 1:22:27 PM

Engt Status(es): Engaged  
Manager(s): All Managers  
Vendor(s): All Vendors

Req ID - Title 32323 - Clientsrvr Business/ Data Analyst Expert  
Engagement ID 37506

## Engagement Information

Current Engagement Status Engaged  
Start - Through Date 09 Sep 02 - 30 Sep 08  
Engt Duration (weeks) 316.29  
Engt Reports To Demelo, Fatima  
Location One Lincoln Street-North  
Building / Floor  
Engt Type Contract  
Root Req Class Information Technology  
Cost Center Name 7855019  
GL Name  
Engt Created Date (By) 23 Sep 03 06:46 PM (System, VMS)

## Candidate Information

(Cand ID) Candidate Name (92959) DeSimone, David  
Current Candidate Status Engaged  
Candidate Email npickles@apexglobal.com  
Candidate Submitted 23 Sep 03 06:46 PM  
Vendor Name IT Professionals  
Vendor Contact McGee Jospeh

## Candidate Timesheet Settings

Manually apply billing rules Yes  
Can associate projects No  
Is timesheet approver Yes  
Can edit/create projects No  
Is time entry proxy No

## Billing Rules / Rates

Estimated Budget: \$1,201,886

Billing Rule Name	Base Rule	Current Client Rate	Current Rate Effective Date
Straight Time	Y	95.00	02 Apr 07
Professional Day-Non Billable	N	0.00	02 Apr 07

## Engagement Extensions

total: 12

Date of Extension	Extended To	Weeks Added	New Duration
23 Sep 03 06:46 PM	29 Dec 03	(original)	68.14
25 Nov 03 08:57 AM	31 Dec 03	0.29	68.43
08 Jan 04 01:55 PM	31 Jan 04	4.43	72.86
26 Jan 04 01:59 PM	31 Jul 04	26	98.86
01 Jul 04 08:27 AM	31 Jan 05	26.29	125.14
18 Jan 05 03:13 PM	31 Jul 05	25.86	151
23 Jun 05 04:24 PM	31 Jan 06	26.29	177.29
05 Jan 06 11:58 AM	31 Jul 06	25.86	203.14
03 Jul 06 11:28 AM	31 Jan 07	26.29	229.43
08 Jan 07 02:03 PM	31 Jul 07	25.86	255.29
27 Jun 07 09:47 AM	31 Oct 07	13.14	268.43
11 Oct 07 10:37 AM	31 Mar 08	21.71	290.14
17 Mar 08 05:31 PM	30 Sep 08	26.14	316.29

## Most Recent Status Changes

total: 12

Status Changed	Status	Changed by
17 Jul 08 04:48 PM	Engaged	Nichols, Patrick
17 Jul 08 04:47 PM	Engagement Draft	Plant, Michael
20 May 08 07:48 AM	Engaged	Nichols, Patrick
20 May 08 07:47 AM	Engagement Draft	Plant, Michael
09 May 08 05:15 PM	Engaged	Nichols, Patrick
09 May 08 05:15 PM	Engagement Draft	Plant, Michael
30 Apr 08 10:28 AM	Engaged	Nichols, Patrick
30 Apr 08 10:25 AM	Engagement Draft	Plant, Michael

# Year-To-Date Global Contingent Staffing Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Date Range: 01/01/2007 - 09/01/2007

## Contingent Budget vs. Actual

## Contractor Budget vs. Actual

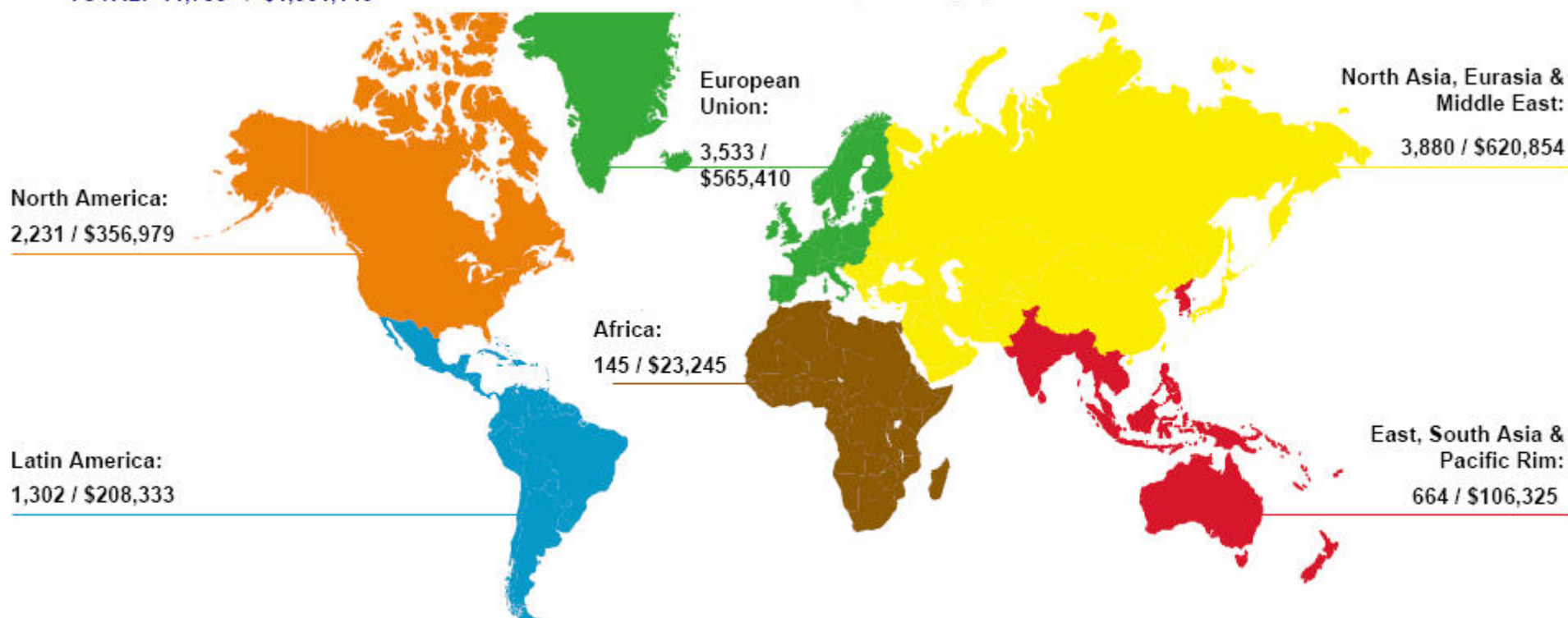
**TOTAL: \$22,573,774 / \$14,825,535 (65.5%)**

	% Total	Budget	Actual	Budget vs. Actual		% Total	Budget	Actual	Budget vs. Actual
North America:	19.0%	\$4,283,750	\$2,784,438	<div><div></div></div> 65%	European Union:	30.0%	\$6,784,927	\$6,106,434	<div><div></div></div> 90%
Latin America:	11.1%	\$2,500,000	\$1,200,000	<div><div></div></div> 48%	North Asia, Eurasia & Middle East:	33.0%	\$7,450,250	\$4,097,638	<div><div></div></div> 55%
Africa:	1.2%	\$278,947	\$228,737	<div><div></div></div> 82%	East, South Asia & Pacific Rim:	5.6%	\$1,275,900	\$408,288	<div><div></div></div> 32%

## Active Contractors / Monthly Spend

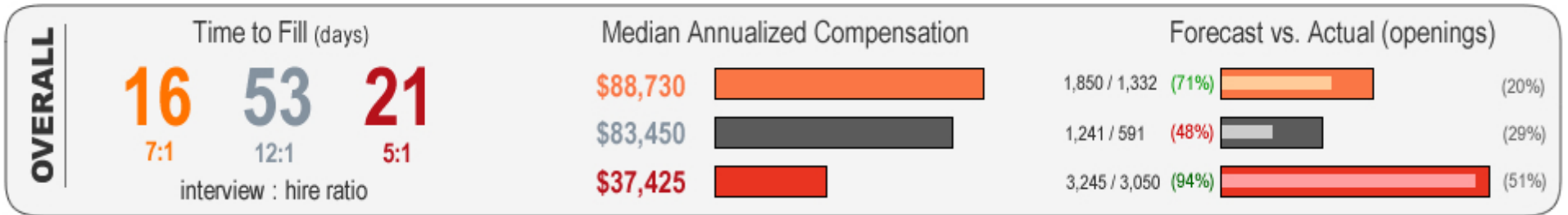
**TOTAL: 11,755 / \$1,881,146**

## Global Active Contractors / Monthly Spend



# Talent Acquisition Dashboard

Refreshed: Monday, July 11, 2011 1:22:27 PM



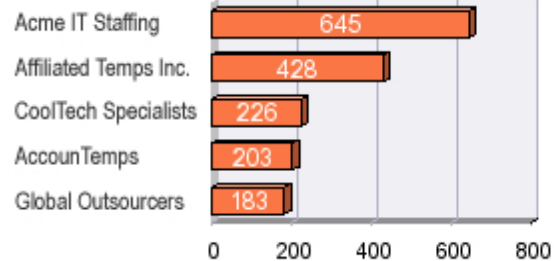
## CONTINGENT

Active Engagements: 1,727

Budget / Actual: (84%)  
 \$131,113,840 / \$110,135,625

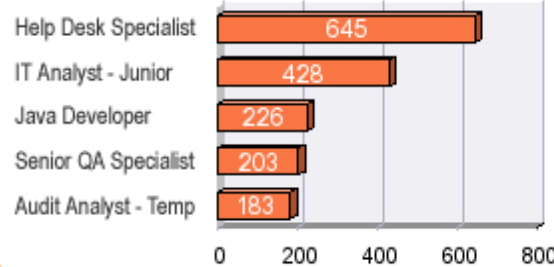
Top 5 Sources (applicants)

[details](#)



Top 5 Positions (volume)

[details](#)



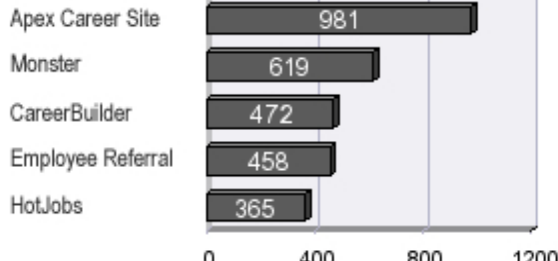
## SALARIED

Open Requisitions: 681

Compensation Recruited: \$56,863,500

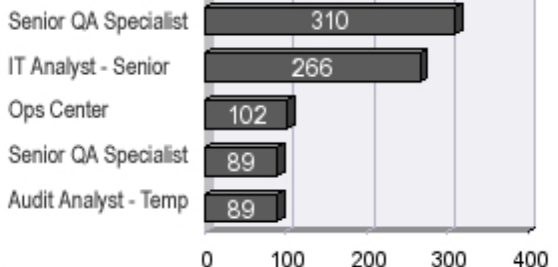
Top 5 Sources (applicants)

[details](#)



Top 5 Positions (volume)

[details](#)



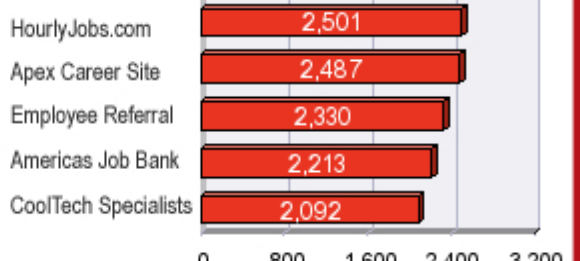
## HOURLY

Open Requisitions: 2,246

Compensation Recruited: \$76,925,500

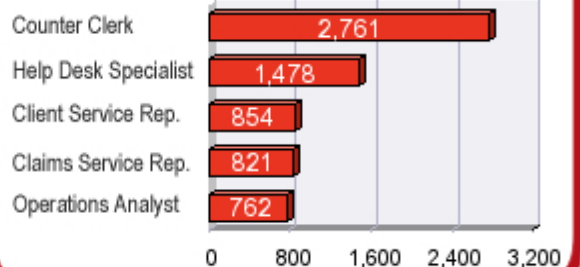
Top 5 Sources (applicants)

[details](#)



Top 5 Positions (volume)

[details](#)



# Project Engagement Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Proj Engt Status(es): Engaged  
Work Location(s): All Locations  
Vendor(s): All Vendors

		Project Engagements by Length				Project Engagements by Budget			
Total # Engagements:	25	< 4 weeks	0	0%		< \$100,000	17	68%	
Total Engt Budget:	\$3,369,000	4 - 26 weeks	11	44%		\$100,000 - \$250,000	7	28%	
Average Engt Budget:	\$134,760	26 - 52 weeks	12	48%		\$250,001 - \$500,000	0	0%	
Total Invoiced Amt (%):	\$696,000 (20.7%)	> 52 weeks	2	8%		> \$500,000	1	4%	

Req ID	Proj Req Title	Proposal Status	Vendor	Work Location	Start Date	End Date	# Weeks	Total Budget	Approved Invoices	% of Budget
325	Network Upgrade	Engaged	Staffing, Inc.	New York	01 Oct 07	01 Apr 08	26.29	\$70,000	\$10,000	14%
331	Network Upgrade	Engaged	Staffing, Inc.	New York	01 Oct 07	01 Apr 08	26.29	\$55,000	\$50,000	91%
345	Network Upgrade	Engaged	Staffing, Inc.	Chicago-1060 West Addison Street	01 Nov 07	01 Apr 08	21.86	\$50,000	\$38,000	76%
400	Finance Project	Engaged	Staffing, Inc.	Chicago, IL - 1234 State Street	01 May 08	01 Dec 08	30.71	\$70,000		
402	Network Upgrade	Engaged	Staffing, Inc.	Chicago-1060 West Addison Street	01 May 08	01 Dec 08	30.71	\$75,000	\$15,000	20%
404	IT Project	Engaged	Staffing, Inc.	Chicago-233 South Wacker Drive	01 May 08	01 Oct 08	22	\$75,000	\$60,000	80%
406	IT Project	Engaged	Technology, Inc.	Boston-4 Yawkey Way	01 Jun 08	01 Dec 08	26.29	\$78,000	\$18,000	23%
408	RFP for Application Development	Engaged	Technology, Inc.	Stamford	01 Jul 08	30 Jun 09	52.14	\$1,000,000	\$250,000	25%
409	SOW for IRIS Enhancements	Engaged	Technology, Inc.	Stamford	01 Jul 08	30 Jun 09	52.14	\$225,000		
420	Network Upgrade	Engaged	Staffing, Inc.	Dallas-2500 Victory Avenue	01 Jul 08	01 Dec 08	22	\$100,000	\$20,000	20%
426	VMS 5.0 Release	Engaged	Staffing, Inc.	Chicago-1060 West Addison Street	01 Aug 08	01 Feb 09	26.43	\$167,000		
429	IT Project	Engaged	Staffing, Inc.	Chicago-1060 West Addison Street	01 Sep 08	01 Mar 09	26	\$150,000		
430	Product Release	Engaged	Staffing, Inc.	Bellevue-3150 139th Avenue SE	15 Aug 08	15 Mar 09	30.43	\$215,000	\$165,000	77%
431	Product Release	Engaged	Staffing, Inc.	Bellevue-3150 139th Avenue SE	15 Aug 08	15 Mar 09	30.43	\$95,000		
435	New Tracking System	Engaged	Staffing, Inc.	Columbus-One Nationwide Plaza	15 Sep 08	15 Mar 09	26	\$20,000		
455	New Tracking System	Engaged	Staffing, Inc.	Chicago-1060 West Addison Street	15 Nov 08	15 Apr 09	21.71	\$90,000		

# Project Invoice Summary

Refreshed: Monday, July 11, 2011 1:22:27 PM

Approved Date Between: 1/1/2008 - 12/31/2008

Manager(s): All Managers

Vendor(s): All Vendors

		Milestone Evaluation Score				Milestone Invoices by Days to Approve			
Total Milestone Invoices:	39	2 out of 5	1	3%		< 2 days	14	36%	
Total Approved Spend:	\$2,226,668	3 out of 5	4	10%		2 - 5 days	9	23%	
Avg Approved Spend:	\$57,094	4 out of 5	6	15%		6 - 10 days	5	13%	
Avg / Median Days to Approve:	13.47 / 4	5 out of 5	28	72%		> 10 days	11	28%	

Inv ID	Engt ID	Vendor Name	Manager	Project Title	Submit Date	Apprv Date	Days to Apprv	Milestone Budget	Milestone Amount	Milestone Compliance	Milestone Eval Score
955	219	Technology, Inc	Steve Thomas	Network Upgrade	22 Jan 08	14 Feb 08	23	56,700	56,700	Equal to Budget	4
981		Technology, Inc	Steve Thomas	Network Upgrade	13 Feb 08	14 Feb 08	1	54,000	56,700	Above Budget	3
1037		Technology, Inc	Steve Thomas	Network Upgrade	12 Mar 08	13 Mar 08	1	48,600	48,600	Equal to Budget	4
	219										

Inv ID	Engt ID	Vendor Name	Manager	Project Title	Submit Date	Apprv Date	Days to Apprv	Milestone Budget	Milestone Amount	Milestone Compliance	Milestone Eval Score
1170	276	Technology, Inc	Ed Alexander	SAP Upgrade	01 May 08	02 May 08	1	72,500	72,500	Equal to Budget	4
1236		Technology, Inc	Ed Alexander	SAP Upgrade	02 Jun 08	05 Jun 08	3	77,000	72,500	Below Budget	5
1315		Technology, Inc	Ed Alexander	SAP Upgrade	01 Jul 08	01 Jul 08	0	72,500	72,500	Equal to Budget	4
1385		Technology, Inc	Ed Alexander	SAP Upgrade	05 Aug 08	07 Aug 08	2	72,500	72,500	Equal to Budget	4
	276										

Inv ID	Engt ID	Vendor Name	Manager	Project Title	Submit Date	Apprv Date	Days to Apprv	Milestone Budget	Milestone Amount	Milestone Compliance	Milestone Eval Score
1296	284	Technology, Inc	Ed Alexander	SAP Training	23 Jun 08	27 Jun 08	4	15,000	17,500	Above Budget	3
1331		Technology, Inc	Ed Alexander	SAP Training	16 Jul 08	16 Jul 08	0	20,500	17,500	Below Budget	5
1411		Technology, Inc	Ed Alexander	SAP Training	15 Aug 08	25 Aug 08	10	15,000	15,000	Equal to Budget	4
	284										

Inv ID	Engt ID	Vendor Name	Manager	Project Title	Submit Date	Apprv Date	Days to Apprv	Milestone Budget	Milestone Amount	Milestone Compliance	Milestone Eval Score
1244	287	Technology, Inc	Ed Alexander	Micro Application Risk Analysis	10 Jun 08	16 Jun 08	6	19,250	19,250	Equal to Budget	3
1376		Technology, Inc	Ed Alexander	Micro Application Risk Analysis	28 Jul 08	28 Jul 08	0	19,250	19,250	Equal to Budget	2
1383		Technology, Inc	Ed Alexander	Micro Application Risk Analysis	04 Aug 08	07 Aug 08	3	16,500	16,500	Equal to Budget	3
	287										

# Project Engagement Detail

Refreshed: Monday, July 11, 2011 1:22:27 PM

Project Req ID(s): 194

**Proj Req ID / Title** 194 - Penetration Testing

**Short Description** Penetration testing

## Engagement / Proposal Details:

**Proj Eng/Proposal Status** No Longer Engaged / No Longer Engaged

**Proj Eng Budget** \$104,600

**Eng Created Date (By)** 12 Dec 06 (Bradley, Stewart)

**Region** Apex Global

**Work Location** Two Hannover Square, 7th Floor Raleigh, NC 27601

**Proposal ID / Name** 156 / Annual Penetration Test

**Vendor Name (Contact)** Technology, Inc. (Harris, Jack)

**Start Date** 15 Nov 06

**Duration (days):** 45

**End Date** 30 Dec 06

## Approval History

Days from First to Last Action: 0

Approval Action Date	Approver	Approval Action
12 Dec 2006 01:56 PM	Stewart Bradley	Submitted - Vendor Accept
12 Dec 2006 02:56 PM	Tom Wilson	Vendor Accepted

## Payment Schedule

Total Budget: \$104,600

Milestone Name	Budget
Down Payment	\$47,300
Expenses	\$10,000
Project Completion	\$47,300

## Project Invoice Summary

Approved Invoices: \$103,796 (99%)

ID	Milestone Name	Submit Date	Invoice Status	Processed Date	Processed by	Invoice Amount
420	Down Payment	12 Dec 06	Approved	12 Dec 06	Davis, Brad	\$47,300
424	Project Completion	18 Dec 06	Approved	02 Jan 07	Davis, Brad	\$47,300
435	Expenses	27 Dec 06	Approved	02 Jan 07	Davis, Brad	\$9,195.76

# Manager Dashboard

Refreshed: Monday, July 11, 2011 1:22:27 PM

Dashboard Stats									
Current Engagements			Current Engagement Spend				Active Requirements		
36			\$333,319				7		
			Excludes Rejected Timesheets						
Days to Expire			Timesheet Status				Req Status		
Expired	15	42%					Pending Approval	2	29%
< 30 days	0	0%					Open	5	71%
31 - 90 days	0	0%					Interviews Occurring	0	0%
> 90 days	21	58%					On Hold	0	0%
			Approved	\$330,690	99%				
			Pending Approval	\$2,196	1%				
			Draft	\$432	0%				
			Rejected	\$30,329	9%				

Current Engagement Spend by Vendor		
Staffing, Inc.	\$221,266	66%
ABC Staffing	\$84,377	25%
Technology, Inc	\$27,676	8%
Totals:	\$333,319	100%



ABC Staffing	25%
Staffing, Inc.	66%
Technology, Inc	8%

Current Engagement Count by Vendor		
Staffing, Inc.	29	81%
ABC Staffing	6	17%
Technology, Inc	1	3%
Totals:	36	100%



ABC Staffing	17%
Staffing, Inc.	81%
Technology, Inc	3%

Report Currency	Total Spend	# of Contractors	Cost Savings	Lost Opportunity
USD	\$4,479,034	655	\$2,417,315	-\$833,219

Top 5 Vendors		
Vendor	# of Contractors	Spend
Adams Staffing	124	\$745,234
Jones Staffing	101	\$687,982
Infosys	88	\$601,298
Technology Consultants	59	\$492,748
Vector	40	\$409,485
<b>Top 5 Vendors Total</b>	<b>412</b>	<b>\$2,936,747</b>
<i>All Other Vendors Total</i>	<i>243</i>	<i>\$1,542,287</i>

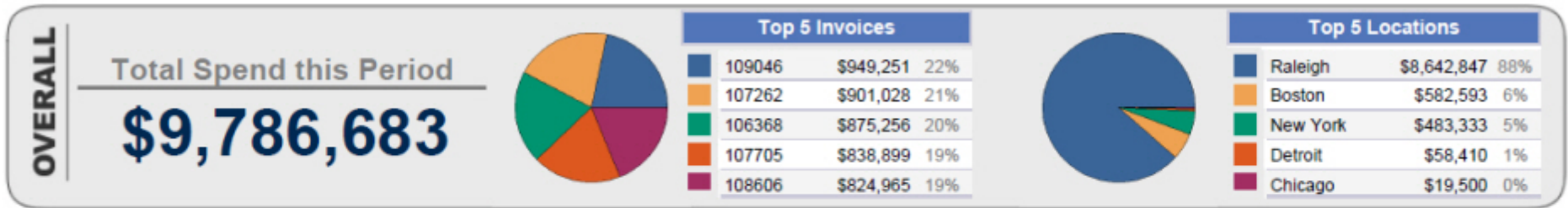
Top 5 Categories		
Category	# of Contractors	Spend
Information Technology	97	\$891,345
Accounting/Finance	75	\$743,813
Call Center	114	\$598,734
Legal	41	\$497,245
Admin/Clerical	88	\$402,988
<b>Top 5 Categories Total</b>	<b>415</b>	<b>\$3,134,925</b>
<i>All Other Categories Total</i>	<i>240</i>	<i>\$1,344,909</i>

Top 5 Managers - Cost Savings		
Manager	# of Contractors	Cost Savings
Jack Wilson	46	\$256,245
Alison Thompson	30	\$202,189
Debbie Brown	28	\$188,176
Joe Stevens	20	\$125,435
Ed Bradley	17	\$102,983
<b>Top 5 Managers Total</b>	<b>141</b>	<b>\$875,028</b>
<i>All Other Managers Total</i>	<i>354</i>	<i>\$1,542,287</i>

Top 5 Managers - Lost Opportunity		
Manager	# of Contractors	Cost Savings
Brian Stillman	22	-\$98,748
Jennifer Martin	11	-\$86,352
Derek Smith	17	-\$82,644
Larry Jenkins	16	-\$71,254
Carrie Alexander	8	-\$58,983
<b>Top 5 Managers Total</b>	<b>74</b>	<b>-\$397,981</b>
<i>All Other Managers Total</i>	<i>86</i>	<i>-\$435,238</i>

# Invoice Summary Dashboard

Refreshed: Monday, July 11, 2011 1:22:27 PM



Invoice Summary									
Invoice Date	Invoice ID	Total Spend	Total Hours	# of Workers	# of Vendors	# of Timesheets	# of Adjustments	%	
6/25/09	109046	\$949,251	16,637	336	29	415	0	10%	
6/18/09	108606	\$824,965	14,301	295	29	355	0	8%	
6/11/09	108154	\$656,614	11,203	263	28	275	0	7%	
6/4/09	107705	\$838,899	15,195	323	28	419	0	9%	
5/28/09	107262	\$901,028	16,404	297	29	411	0	9%	
5/21/09	106818	\$644,378	11,310	257	26	282	0	7%	
5/14/09	106368	\$875,256	15,266	283	28	378	0	9%	
5/7/09	105915	\$699,246	12,361	266	28	318	0	7%	
4/30/09	105463	\$803,861	14,172	280	30	356	0	8%	
4/23/09	105021	\$623,656	10,911	244	28	280	0	6%	
4/16/09	104570	\$614,046	10,065	248	30	268	0	6%	
4/9/09	104125	\$739,648	13,280	279	29	335	0	8%	
4/2/09	103682	\$615,835	11,350	262	28	288	0	6%	
Totals:		\$9,786,683		279.46	28.46	336.92	0	100%	

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## Disaster Recovery Data Center Policies and Procedures

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6/18/2008

**Effective Date:** January 1, 2007

Document Version Number:
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4.2
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## INTRODUCTION

Planning for the business disaster recovery of an organization is a complex task requiring much planning and cooperation from a variety of business units. This document outlines these efforts reflecting input from representatives of the various business units and analysis by the Chief Executive Officer as well as Chief Technology Officer.

## How to Use This Document

Use this document to learn about the issues involved in planning for the disaster recovery of critical company business functions, as a checklist of preparation tasks, for training personnel and for recovering from a disaster.

## Objective

The objective of this document is to list the appropriate procedures used to guide and assist Peopleclick personnel in the event of a disaster.

A **disaster** is defined as any event that interrupts the normal business processing expected to occur on a daily basis. Disasters are unforeseen; in order to facilitate a quick recovery, it is necessary to have precisely documented disaster recovery processes. The Peopleclick policy is that our systems, data and people are of critical importance to the successful recovery of our business.

## Scope

This document specifically addresses the procedures for disaster recovery as it relates to the Peopleclick data centers in Raleigh, NC and Atlanta, GA. This document should not be used as a resource outside of the stated purpose. It will outline all of the processes required to properly prepare for a disaster including:

- Disaster Recovery Teams
- Immediate response, notification and contact procedures
- Plan activation procedures
- Administrative procedures
- Hardware, software, telecommunications and configuration documentation
- Damage assessment methodology
- Detailed recovery procedures
- Plan distribution and control procedures

## RISK ASSESSMENT

Disaster avoidance is the cornerstone of any business disaster recovery program. The first step in creating an avoidance plan is to analyze the potential hazards and how well you are protected against them. This step is accomplished during risk/business impact analysis.

Even the best avoidance plan cannot prevent every disaster. When an incident occurs, a company must have an emergency response plan. The focus of this plan is the personnel and tasks necessary to immediately mitigate damage to people and company assets. After ensuring the human safety for employees, visitors, and the public, the plan also addresses public relations to notify our clients of our strategy and progress and how to reach us.

If the emergency escalates to the disaster level, a comprehensive recovery plan must be ready to implement. This plan contains two main sections that address the specific action plans for recovering critical business functions and restoring the business to pre-disaster conditions.

The scope of the disaster will also have an impact on recovery.

Regional disasters could affect others with whom we do business including clients, vendors or emergency personnel. The plan should consider the possibility of competing for resources. Developing a comprehensive disaster recovery program should incorporate the four action plans listed below:

1. A disaster avoidance plan to reduce or limit risks.
2. An emergency response plan to ensure quick response to minor incidents.
3. A recovery plan to guide the firm in resuming vital business functions.
4. A business disaster recovery plan to fully restore all business activities to normal.

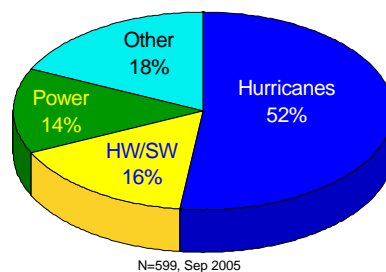
## Types of Risks

The types of risks that a modern company may encounter are numerous; no single list can incorporate them all. Some of the more known risks are identified below.

A/C Failure	Evacuation	Microwave Fade	Static Electricity
Acid Leak	Explosion	Network Failure	Strike Action
Asbestos	Fire	PCB Contamination	Swimming Pool Leak
Bomb Threat	Flood	Plane Crash	S/W Error
Bomb Blast	Fraud	Power Grid Outage	S/W Ransom
Brown Out	Frozen Pipes	Power Outage	Terrorism
Burst Pipe	Hacker	Power Spike	Theft
Cable Cut	Hail Storm	Power Surge	Toilet Overflow
Chemical Spill	Halon Discharge	Programmer Error	Tornado
CO Fire	Human Error	Raw Sewage	Train Derailment
Coffee Machine	Humidity	Relocation Delay	Transformer Fire
Condensation	Hurricane	Rodents	UPS Failure
Construction	HVAC Failure	Roof Cave In	Vandalism
Coolant Leak	H/W Error	Sabotage	Vehicle Crash
Cooling Tower Leak	Ice Storm	Shotgun Blast	Virus
Corrupted Data	Insects	Shredded Data	Water (Various)
Diesel Generator	Lightning	Sick building	Wind Storm
Earthquake	Logic Bomb	Smoke Damage	Volcano
Electrical Short	Lost Data	Snow Storm	
Epidemic	Low Voltage	Sprinkler Discharge	

Source: Contingency Planning Research, Inc. and IBM

## Leveraging Real World Experience in Actual Disaster Recovery Events



### Noteworthy Events

- Jan 17, 1994 – Earthquake in CA
- Sept 15, 1999 - Hurricane Floyd
- September 11, 2001
- Aug 14, 2003 - Power Outage
- Sept 2005 - Hurricane Katrina and Rita

Sudden emergencies rarely lend themselves to team effort. In most cases, the emergency response function is provided by individuals rather than teams. For example, a night operator may report a fire and then evacuate from the danger area. A late-working employee, confronting a water leakage alarm, might perform emergency program shutdowns, power down electrical equipment, and notify management. These individual responses can be expected only if reaction procedures are developed and employees are trained to perform them.

Phased disasters are those disasters identified well enough in advance to allow for the implementation of planned response procedures. One example of a phased disaster scenario, familiar to businesses near the coastlines of North America, is the hurricane or typhoon. Reaction to a phased-disaster scenario may include such tasks as the evacuation of backup hardware and supplies, last-minute data backup, notification of hot site and off-site storage vendors, and advance notification of personnel about recovery site relocation. Emergency action teams can be formed to provide these functions, or the functions can be performed at the direction of company managers without the formal designation of teams.

## DISASTER RECOVERY POLICY

The Peopleclick policy regarding disaster recovery is that in the event that the Atlanta Data Center is destroyed or all access to that facility, physical or electronic, is lost, all resources, hardware, software, and personnel located in the Raleigh, NC headquarters will be called upon to relocate services to the Raleigh facility.

Following are the requirements to accomplish that goal:

- Clients are notified that a disaster has occurred and the recovery is in progress.
- The servers currently in use for development, quality assurance and control testing in the Raleigh facility, are re-implemented to facilitate the use of the Peopleclick RMS™ staging environment in the replication of production. Refer to document P-650 Disaster Recovery Raleigh Server Availability. The Peopleclick VMS™ environment in Raleigh, NC is at the same level of strength as the production server configuration located in the Atlanta, GA data center.
- Raleigh servers are re-implemented with the proper operating system. Additional memory will be added if required.
- Servers are re-implemented with the proper applications files based on the role that the server plays in the recovery.
- Customer files and databases are recovered from backups and the replication of databases and files located here in the Raleigh facility.
- The communications network pipe connecting the Atlanta facility to our clients would be redeployed to connect to the Raleigh facility.

## Team Design for Disaster Recovery

Management of a disaster can be difficult. An understanding of the personnel involved and team roles can help.

The teams are to be organized as follows:

- Emergency Response Team
- Executive Management Team

## Emergency Response Team

In the event of a disaster, the following team members should be contacted in the order listed below. The Emergency Response Team is the first responders in the event of a disaster which includes evaluating the severity of the disaster and report back to the Executive Management Team.

Vice President of Engineering
Chief Technology Officer (CTO)
Senior Vice President of Services
Senior Vice President of Sales
Director of Service Support
Vice President of Quality Assurance
Director of Corporate IT
Engineer on Call
Senior Systems Engineer/Security Administrator
Manager of Implementation
Quality Assurance Analyst

## Responsibilities of the Emergency Response Team

- Phone additional support staff. Refer to document titled P-350 Engineering Contact List.
- Perform both the preliminary and detailed damage assessments function. Refer to document titled P-700 Damage Assessment Checklist.
- Control the recovery process by managing the recovery team as they rebuild.
- Provide a written recommendation to the Executive Management team.
- Coordinate rebuilding of the production environment. Refer to project plan titled Disaster Recovery Plan A.
- Ensure any equipment needs are ordered and installed.
- Work with maintenance providers.

## Executive Management Team

This team reviews the results of the Emergency Response Management Team and determines if a company-wide disaster is to be declared.

Senior Vice President of Sales
Vice President of Marketing
Chief Technology Officer
Senior Vice President of Service Support
Vice President of Services
Director of Program Management
SVP of Quality Assurance

## **Responsibilities of the Executive Management Team**

- Phone emergency response team members. Refer to document titled P-400 DR Office Locations and Telephone Numbers
- Media relations
- Work with insurance agents, attorneys and accounting
- Work with suppliers and shippers
- Make general management-related business decisions
- Keep the business operational and retain clients and customers

## Current Contingency Measures

- RMS resume volumes are replicated to the corporate office from production using Veritas Volume Manager, with options Volume Replicator and FlashSnap.
- Databases are compressed and copied to the backup server using WinRar. Transaction logs are processed hourly and differential backups are processed daily.
- Additional files from various places are also compressed and copied to the backup server. The timing of these depends on the script.
- All backup processes occur at the Raleigh Corporate Data Center. Most tapes are stored in this location and some selected tapes are stored off-site with Iron Mountain.
- Corporate IT handles a tape collection from engineering and facilitates all communication with Iron Mountain. Refer to the documentation that details the backup procedures, titled B-500 Peopleclick Backup and Recovery Documentation.
- Peopleclick currently has 120 servers dedicated to the configuration and change management of its applications at its headquarters location. An additional 40 servers are used for miscellaneous tools and support that could be used to augment or build a production level environment for both the RMS and VMS applications. Refer to document titled P-650 Disaster Recovery Raleigh Server Availability.
- A DS-3 (100Mbps) point-to-point is used to replicate the online backup server in production to a server at Peopleclick headquarters.
- Data is replicated from the production environment to a warm site repository at the Peopleclick headquarters.

## Disaster Recover Preparation

In March of 2005 Peopleclick built the RMS staging environment in the Raleigh, NC headquarters. In August of 2005 Peopleclick built the VMS staging environment in Raleigh, NC headquarters. These environments were the groundwork of our Disaster Recovery Process and consist of the same server roles used in the production environment in the Atlanta Data Center managed by SAVVIS.

The staging environments are operational 24 hours a day, 7 days a week. Additional hardware will be added to this environment should a disaster be declared by Peopleclick.

Peopleclick allows clients and partners' access to the staging environment regularly to preview new functionality.

## VENDOR MANAGEMENT SYSTEMS RECOVERY PROCEDURES

Peopleclick conducted a Disaster Recovery test on VMS in November of 2006. The scope of this test was to confirm the recovery steps required as well as measure the time it took to complete the build from the backup environment.

### Scope

The scope of this disaster recovery test was to validate that the VMS application and associated databases would be recovered intact by accessing backups and shipped logs. Refer to document titled P-784 VMS Disaster Recovery Project Plan.

### Recovery Point Objective

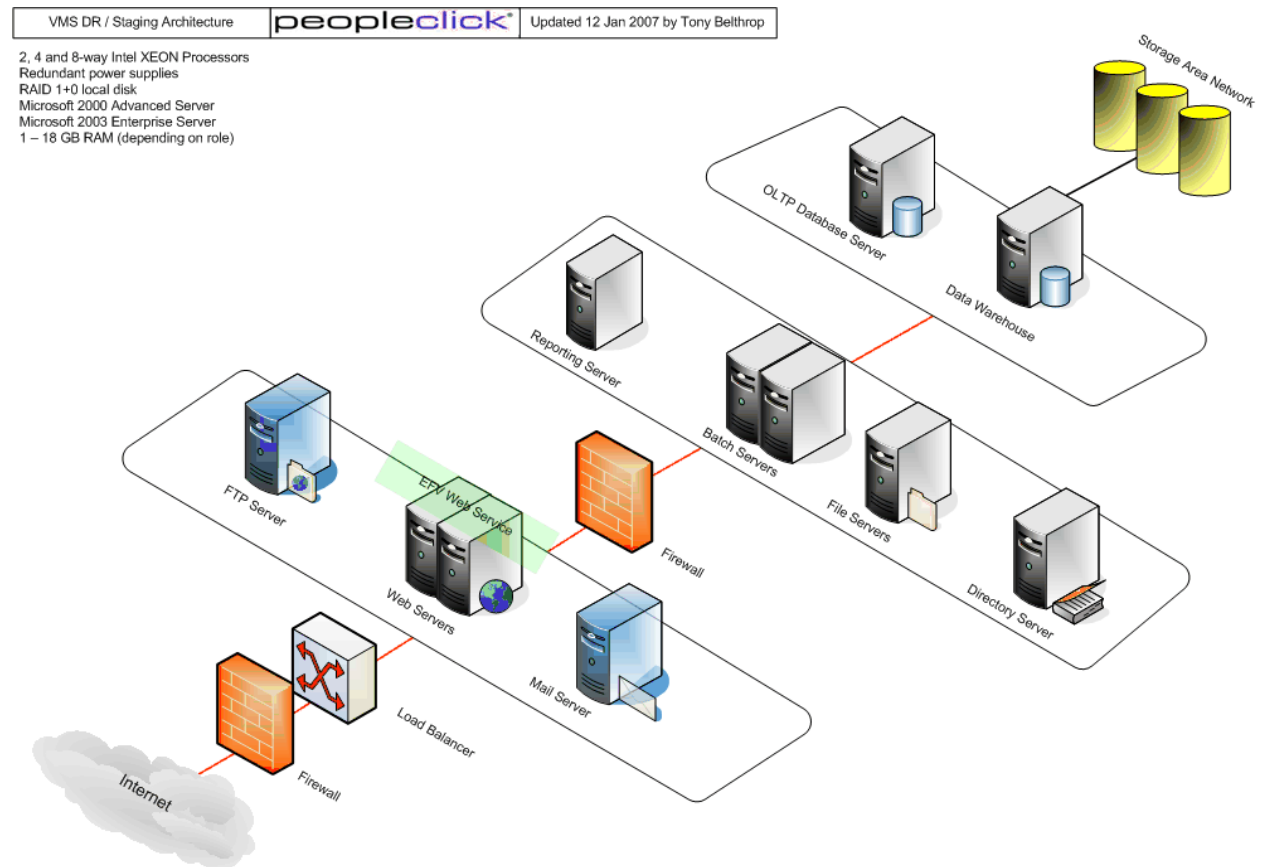
The data at the point of restoration was 4 hours old from the time of the disaster.

Acquire proper computer hardware – Already in Place	N/A
Apply proper operating system – Already in Place	N/A
Attach hardware to a network – Already in Place	N/A
Apply latest VMS application code – Concurrent Activity	2 hours
Restore the client databases – Concurrent Activity	14 hours
Apply the Third Party Applications – Concurrent Activity	20 hours
Smoke test environment	30 minutes
QA environment	1.5 hours
Declare the environment ready	
<b>Total Hours Approximation</b>	<b>24 Hours</b>

### Recovery Time Objective

All clients would be functional within the VMS application within a 24 hour time frame.

There are two VMS environments in staging and they are both architected in the same manner.



## RECRUITMENT MANAGEMENT SYSTEM RECOVERY PROCEDURES

Peopleclick conducted a Disaster Recovery test on RMS in November of 2006. The scope of this test was to confirm the recovery steps required as well as measure the time it took to complete the build from the backup environment.

Each environment is broken down by server role. The server farm for RMS contains fifteen distinct server roles which allow the application to function, not including third party applications such as the FAST<sup>TM</sup> Search Engine, and the BusinessObjects<sup>TM</sup> reporting tool.

### Scope

The scope of this disaster recovery test was to validate that the RMS application and the associated databases would be recovered intact by accessing backups and shipped logs. Refer to document titled P-788 RMS Disaster Recovery Project Plan.

### Recovery Point Objective

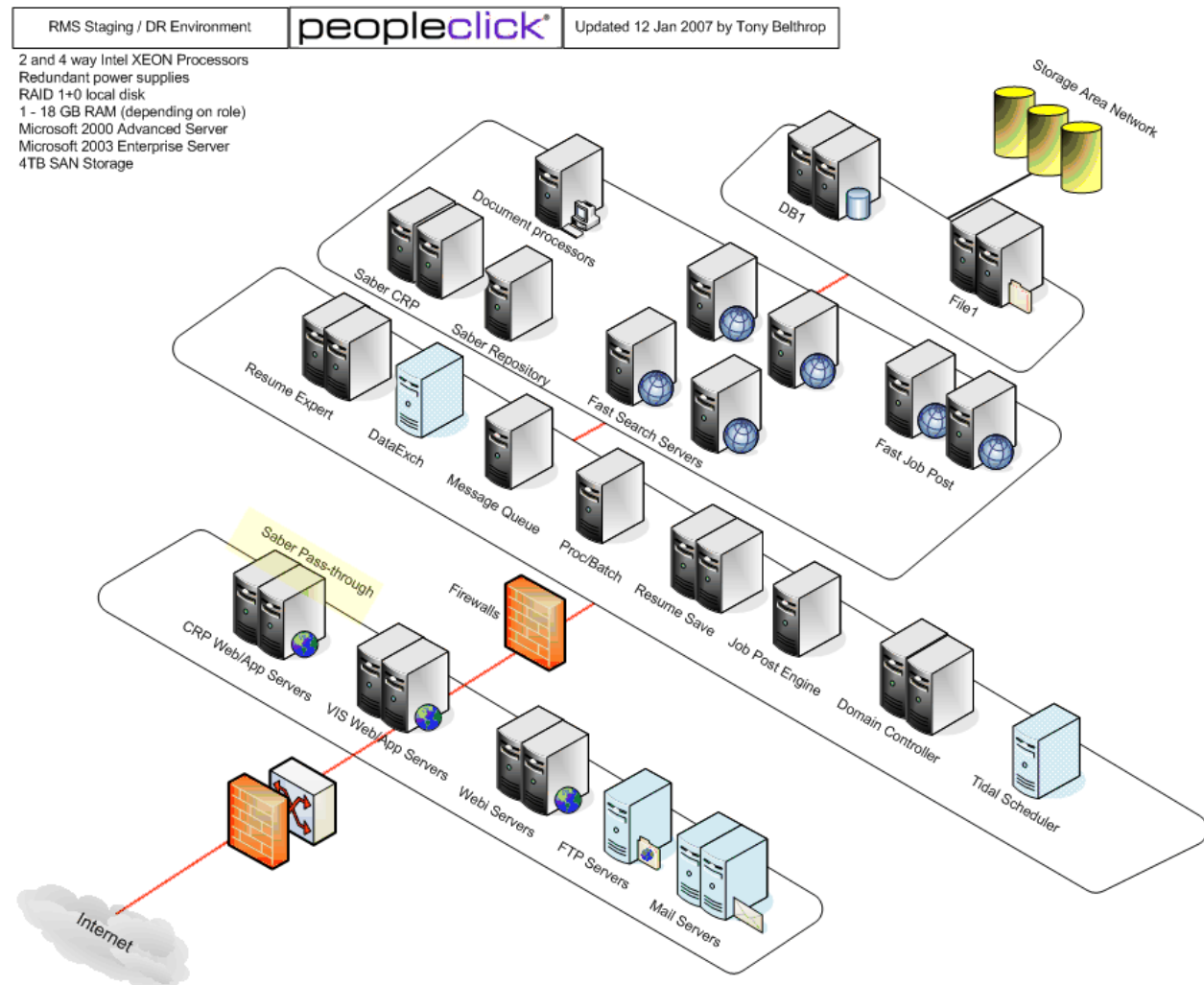
The data at the point of restoration is 24 hours old from the time of the disaster.

Communication to our clients stating the period of service interruption	<b>Immediately</b>
Request immediate delivery of production backups from the offsite storage facility	<b>Immediately</b>
Place additional equipment on order	<b>Immediately</b>
Target internal resources for building a production environment at Peopleclick headquarters – Already in Place	<b>N/A</b>
Reformat selected resources, install and configure the operating system	<b>16 hours</b>
Harden all servers	<b>15 hours</b>
Install and configure application - Concurrent Activity	<b>10 hours</b>
Restore latest backup of production	<b>20 hours</b>
Redirect application DNS entries to Peopleclick headquarters	<b>4 hour</b>
Test environment	<b>7 hours</b>
Upon successful test completion, communicate to clients that application is online and available	
<b>Total Hours Approximation</b>	<b>72 hours</b>

### Recovery Time Objective

The RMS candidate-facing components will be fully operational within the first 12 hours of a declared disaster.

Some clients will be fully operational within 24 hours including the RMS Recruiting Portal and FAST search. As these clients come online, additional hardware will be brought into the disaster recovery environment to strengthen the processing power and speed of the application and peripheral services. The remaining clients will be fully operational within the remaining 48-hour window.



## CAAMS REPORTING CENTER DISASTER RECOVERY PROCEDURES

The **Complete Affirmative Action Management System (CAAMS) Reporting Center** is a web-based application that allows easy distribution of Affirmative Action reports and graphs to executives, managers and human resource staff needing access to their company's affirmative action reports.

In July of 2006, Peopleclick moved our Peopleclick CAAMS™ reporting servers to the Atlanta Data Center. With this relocation, the CAAMS Reporting Center (CRC) will leverage the security, redundancy and operational efficiencies offered by the data center.

### Scope

The scope of this disaster recovery test was to validate that the CAAMS reporting databases would be recovered intact by accessing backups and shipped logs. Refer to document titled P-788 RMS Disaster Recovery Project Plan.

### Recovery Point Objective

The data at the point of restoration is 24 hours from the time of the disaster.

Communication to our clients stating the period of service interruption	<b>Immediately</b>
Request the immediate delivery of production backups from the offsite storage facility	<b>Immediately</b>
Place additional equipment on order	<b>Immediately</b>
Target internal resources for building a production environment at Peopleclick headquarters – Already in Place	<b>N/A</b>
Reformat selected resources, install and configure the operating system	<b>16 hours</b>
Harden all servers	<b>15 hours</b>
Install and configure application - Concurrent Activity	<b>10 hours</b>
Restore latest backup of production	<b>20 hours</b>
Redirect application DNS entries to Peopleclick headquarters	<b>4 hour</b>
Test environment	<b>7 hours</b>
Upon successful test completion, communicate to clients that application is online and available	
<b>Total Hours Approximation</b>	<b>72 hours</b>

### Recovery Time Objective

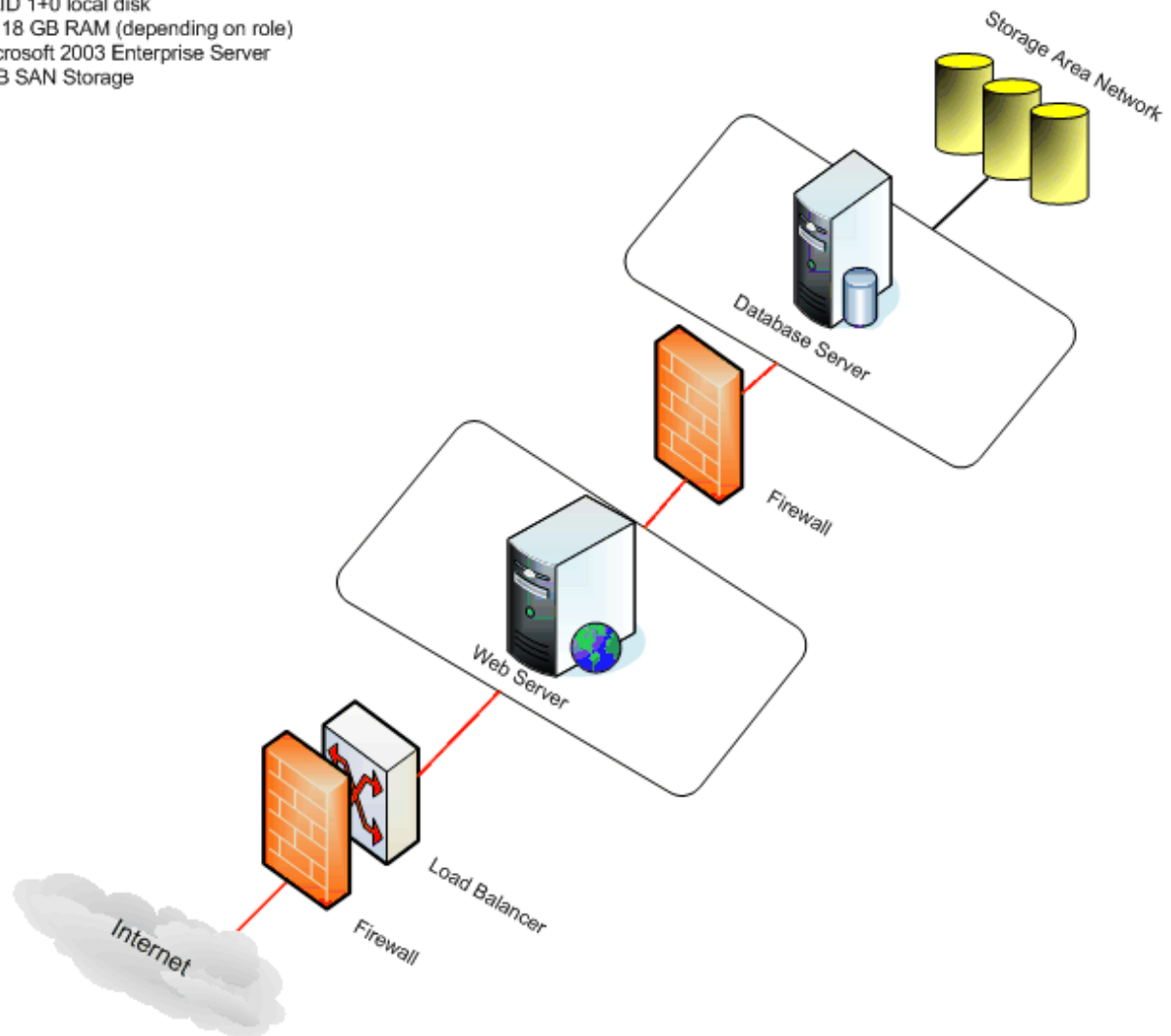
The CAAMS Reporting Center will be fully operational within 72 hours of a declared disaster.

CAAMS Reporting Center DR  
Environment

peopleclick®

Created 12 Jan 2007 by Tony Belthrop

2 and 4 way Intel XEON Processors  
Redundant power supplies  
RAID 1+0 local disk  
1 - 18 GB RAM (depending on role)  
Microsoft 2003 Enterprise Server  
4TB SAN Storage



## RECREATE THE PRODUCTION ENVIRONMENT

During the first 48 hour period required to bring these applications back online, a concurrent project will be underway to rebuild the production environment in a qualified, state-of-the-art, data center. We have identified several qualified data centers as part of our disaster recovery due diligence.

The tasks below identify the major events that would be necessary to accomplish that task and approximate time frames for completion.

Contract negotiations with preferred vendor	<b>3 days</b>
Order and receive equipment	<b>2 days</b>
Build and configure equipment	<b>1 day</b>
Ship equipment to new data center	<b>1 day</b>
Install equipment in new data center	<b>2 days</b>
Setup infrastructure and configure firewalls, routers and switches	<b>1 day</b>
Install and configure application	<b>1 day</b>
Install and configure monitoring	<b>1 day</b>
Test environment	<b>1 day</b>
Schedule maintenance window for cutover	<b>1 day</b>
Cutover to new data center	<b>8 hours</b>
<b>Total Days Approximation</b>	<b>14 Days</b>

## FUTURE CONTINGENCY MEASURES

Peopleclick's Business Disaster Recovery Planning team will continue to review and revise all business continuity and disaster recovery processes and procedures to ensure that they will meet the current and future requirements of a dynamic business environment.

### Server Build Documentation

The detailed documentation identifying which components and files to be used in building the Peopleclick infrastructure is considered proprietary and will not be published.

**Note: Peopleclick reserves the right to modify these procedures without notification for reasons pertaining but not limited to standards compliance, new technology and/or improved or more efficient processes.**

## DOCUMENT REVISION HISTORY

Document Information	
<b>Title:</b>	Disaster Recovery
<b>Subject:</b>	Data Center Policies and Procedures
<b>Author(s):</b>	Carol Reddy
<b>Original Date:</b>	1/20/2005
<b>Version Number:</b>	2.0

Revision Information	
<b>Revision Date:</b>	7/25/2005
<b>Author(s):</b>	Carol Reddy
<b>Revised Version Number:</b>	3.0
<b>Title of Section(s) containing revision:</b>	N/A
<b>Details of Revision(s):</b>	Added Future Contingency Measures section and reformatted document.

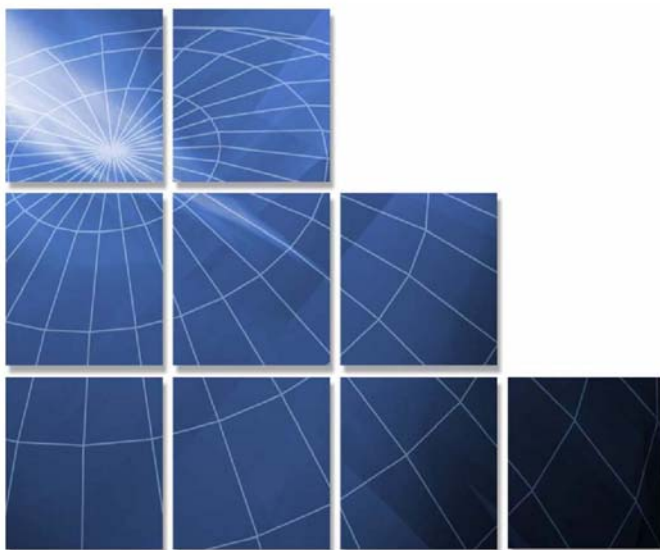
Revision Information	
<b>Revision Date:</b>	1/12/2007
<b>Author(s):</b>	Carol L. Reddy
<b>Revised Version Number:</b>	4.0
<b>Title of Section(s) containing revision:</b>	Annual Update
<b>Details of Revision(s):</b>	

Revision Information	
<b>Revision Date:</b>	1/08/2008
<b>Author(s):</b>	Liz Charron
<b>Title of Section(s) containing revision:</b>	Updated logo and copyright
<b>Revised Version Number:</b>	4.1
<b>Details of Revision(s):</b>	1/08/2008

Revision Information	
<b>Revision Date:</b>	6/18/2008
<b>Author(s):</b>	Glenn Viviano
<b>Title of Section(s) containing revision:</b>	Updated new production data center site
<b>Revised Version Number:</b>	4.2
<b>Details of Revision(s):</b>	6/18/2008

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# Attachment D: Sample Reports



**CAI**  
Computer Aid, Inc.®

*'World Leader in **IT** Process and Productivity.'*

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## SOW/Milestone Sample Reports

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The following sample reports appear below:

- Milestone Status
- Overdue Milestones
- Milestones Overdue of Due in Next 30 Days

# Milestone Status as of 12/3/12

ABC

Project Title and Vendor	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Submitted Milestone Date	Approved Milestone Date	Days Overdue
1408 - - VA ABC SharePoint 2010 Install	Data Concepts, LLC	SharePoint Multi-Tenancy Architecture Design document	10/20/2012	10/20/2012	\$0.00				44
	Data Concepts, LLC	Report on Service App, Tenant Admin configuration	11/05/2012	11/5/2012	\$0.00				28
	Data Concepts, LLC	Development SharePoint Farm – SharePoint 2010 & SQL Server 2008 R2 – small one server farm in partitioned mode	11/15/2012	11/15/2012	\$0.00				18
	Data Concepts, LLC	Governance Plan Framework	11/20/2012	11/20/2012	\$0.00				13
	Data Concepts, LLC	Unknown & Known Risks, Technical Workarounds, Hosting Providers requirements listing	02/25/2013	2/25/2013	\$0.00				
	Data Concepts, LLC	Classroom & OJT training	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Content Migration Plan for SharePoint Environments	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Implementable Information Architecture components in production	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Import tool & document metadata in production; Select file share content imported into SharePoint production farm	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Information Architecture Design & Implementation Plan	COMPLETED	12/31/9999	\$55,000.00				

	Data Concepts, LLC	Intranet, Division, Team, & MySites tested and functioning as designed in production	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	On site assistance fielding SharePoint 2010 support calls	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Select legacy file storage migrated to SharePoint Production	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	SharePoint Production Implementation Plan Test Plan Knowledge Transfer & Training Plan	COMPLETED	12/31/9999	\$30,000.00				
	Data Concepts, LLC	SharePoint Services & Search configured & operational in production	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	SharePoint Web Application, Site Collections, Permissions and Access Levels in Subscription to include Security and User Accounts services installed, configured and operational in production	COMPLETED	12/31/9999	\$40,000.00				
	Data Concepts, LLC	Site Design and Development Plan for Intranet, Division & Team sites	COMPLETED	12/31/9999	\$0.00				
	Data Concepts, LLC	Solution	COMPLETED	12/31/9999	\$30,000.00				
	Data Concepts, LLC	UAT Test Cases	COMPLETED	12/31/9999	\$30,000.00				
	Data Concepts, LLC	User content ported to SharePoint Production farm	COMPLETED	12/31/9999	\$0.00				

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[illegible]

# Overdue Milestones as of 12/3/12

ABC - Overdue Milestones							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1408 - - VA ABC SharePoint 2010 Install	Data Concepts, LLC	SharePoint Multi-Tenancy Architecture Design document	10/20/2012	10/20/2012	\$0.00		44
	Data Concepts, LLC	Report on Service App, Tenant Admin configuration	11/05/2012	11/5/2012	\$0.00		28
	Data Concepts, LLC	Development SharePoint Farm – SharePoint 2010 & SQL Server 2008 R2 – small one server farm in partitioned mode	11/15/2012	11/15/2012	\$0.00		18
	Data Concepts, LLC	Governance Plan Framework	11/20/2012	11/20/2012	\$0.00		13
1408 - - VA ABC SharePoint 2010 Install							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
537 - - ABC InfoSec Program Implementation	Assura, Inc.	61 - Draft Data & System Classification	11/30/2012	11/30/2012	\$16,393.44		3
	Assura, Inc.	62 - Final Data & System Classification	11/30/2012	11/30/2012	\$1,092.90		3
537 - - ABC InfoSec Program Implementation							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
580 - - ABC Agile Organizational Transformation	Randstad Technologies	Weekly Coaching Month 6	03/31/2012	3/31/2012	\$1,049.18		247
	Randstad Technologies	Final Assessment	04/15/2012	4/15/2012	\$2,710.38		232
580 - - ABC Agile Organizational Transformation							

**County of Accomack - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1326 - - GIS Database Management	WorldView Solutions, Inc.	4th Quarterly GIS Delivery	10/31/2012	10/31/2012	\$3,250.00		33
1326 - - GIS Database Management							

**DBHDS - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1505 - - DBHDS EHRS Procurment Support	The North Highland Company	Travel Expenses	10/05/2012	10/5/2012	\$5,000.00		59
1505 - - DBHDS EHRS Procurment Support							

**DCR - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1403 - - DCR Finance Database	Data Concepts, LLC	Implementation Complete	11/28/2012	11/28/2012	\$14,400.00		5
1403 - - DCR Finance Database							

**DGIF - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1402 - - DGIF Data & System Classification	Assura, Inc.	Marked-up Document with Agency corrections	10/31/2012	10/31/2012	\$0.00		33
	Assura, Inc.	Final Critical Decision Document	11/15/2012	11/15/2012	\$3,278.69		18
1402 - - DGIF Data & System Classification							

**DHCD - Overdue Milestones**

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**DHR - Overdue Milestones**

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**DHRM - Overdue Milestones**

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**DMAS - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1117 - - HHR HIT/MITA Program Management Office	CACI, INC.	11 Monthly Status Report	11/30/2012	11/30/2012	\$79,669.33		3
1117 - - HHR HIT/MITA Program Management Office							

**DOE - Overdue Milestones**

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**DOF - Overdue Milestones**

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**OAG - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1515 - - Application Dev for SharePoint 2010	The Computer Solution Company Va, Inc.	Legislative Tracking - Knowledge Transfer Complete	11/13/2012	11/13/2012	\$12,459.00		20
	The Computer Solution Company Va, Inc.	Legislative Tracking - Deployment Complete	11/15/2012	11/15/2012	\$2,186.00		18
1515 - - Application Dev for SharePoint 2010							

**TAX - Overdue Milestones**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1502 - - TAX Telephony Replacement with VOIP IV&V	CACI, INC.	In-Progress IV&V Review	11/16/2012	11/16/2012	\$7,800.00		17

1502 - - TAX Telephony Replacement with VOIP IV&V							
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VDH - Overdue Milestones							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1518 - - In Progress IV&V Review - EDR	CACI, INC.	Final In-Progress Review Report	10/29/2012	10/29/2012	\$7,800.00		35
	CACI, INC.	Presentation to IAOC of IV&V Report	11/30/2012	11/30/2012	\$1,300.00		3
1518 - - In Progress IV&V Review - EDR							

VDOT - Overdue Milestones							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1390 - - RIMS PHASE III - IMPLEMENTATION	Spy Pond Partners	1.1 UAT Plan for Rollout 2/3	10/31/2012	10/31/2012	\$9,100.00		33
	Spy Pond Partners	2.7 Design Review 3	10/31/2012	10/31/2012	\$5,000.00		33
	Spy Pond Partners	3.1 User (Business) Guide Update 1	10/31/2012	10/31/2012	\$10,000.00		33
	Spy Pond Partners	4.1 Draft Training Plan	10/31/2012	10/31/2012	\$8,000.00		33
	Spy Pond Partners	2.8 Design Review 4	11/30/2012	11/30/2012	\$5,000.00		3
1390 - - RIMS PHASE III - IMPLEMENTATION							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1400 - - VDOT CUSTOMER SERVICE CENTER SYSTEM 2.0	The North Highland Company	RFP Complete	09/14/2012	9/14/2012	\$100,000.00		80
	The North Highland Company	RFP Evaluation Process & Criteria	09/14/2012	9/14/2012	\$55,000.00		80
	The North Highland Company	Vendor Selection Strategy and Facilitation Plan	11/02/2012	11/2/2012	\$55,000.00		31
1400 - - VDOT CUSTOMER SERVICE CENTER SYSTEM 2.0							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue

1504 - - TIB APPLICATIONS ASSESSMENT	Spy Pond Partners	Const&Eng, Fin&Admin Applications Step 1	10/31/2012	10/31/2012	\$25,000.00		33
	Spy Pond Partners	Enterprise Applications Step 3	11/30/2012	11/30/2012	\$20,000.00		3
1504 - - TIB APPLICATIONS ASSESSMENT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1513 - - AHQ Technology Upgrade Study	TIMMONS GROUP	Final "To Be" Report	10/04/2012	10/4/2012	\$13,923.50		60
	TIMMONS GROUP	Define POC Scope	10/11/2012	10/11/2012	\$18,775.96		53
	TIMMONS GROUP	Develop POC	11/06/2012	11/6/2012	\$60,710.38		27
	TIMMONS GROUP	Create Technology Recommendations	11/16/2012	11/16/2012	\$17,092.90		17
1513 - - AHQ Technology Upgrade Study							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1522 - - TV&D PROGRAM SUPPORT & TOC/ATMS PROCUREMENT	The North Highland Company	Sponsorship and Video Service Revenue Plans Complete	11/30/2012	11/30/2012	\$32,000.00		3
	The North Highland Company	Vendor Oral Presentation Planning Complete	11/30/2012	11/30/2012	\$140,000.00		3
1522 - - TV&D PROGRAM SUPPORT & TOC/ATMS PROCUREMENT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1523 - - SPRINGFIELD GATE CONTROL	Weris, Inc.	Acceptance Test Report	11/20/2012	11/20/2012	\$63,607.00		13
	Weris, Inc.	Regression Test Report	11/20/2012	11/20/2012	\$28,197.00		13
	Weris, Inc.	Review of Technical and Trianing Doc	11/20/2012	11/20/2012	\$5,342.00		13

1523 - - SPRINGFIELD GATE CONTROL							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1529 - - GIS INTEGRATOR 2.0 SUPPORT SERVICES	TIMMONS GROUP	Support Services - Nov 2012	11/30/2012	11/30/2012	\$11,500.00		3
1529 - - GIS INTEGRATOR 2.0 SUPPORT SERVICES							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
532 - - VDOT RIMS	WorldView Solutions, Inc.	Phase 2 UAT Plan Review Comments	11/24/2012	11/24/2012	\$34,300.00		9
532 - - VDOT RIMS							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
545 - - VDOT HR WORKFLOW OPTIMIZATION	Idea Integration Corp	Completed Development	10/01/2012	10/1/2012	\$239,748.00		63
	Idea Integration Corp	Deployment	10/22/2012	10/22/2012	\$41,015.00		42
545 - - VDOT HR WORKFLOW OPTIMIZATION							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
557 - - VDOT RIMS USABILITY ASSESSMENT	Fahrenheit Technology, Inc.	Phase 2/3 RIMS Usability Sessions	11/30/2012	11/30/2012	\$19,476.00		3
	Fahrenheit Technology, Inc.	Phase 2/3 Support of RIMS forum/portal design	11/30/2012	11/30/2012	\$21,130.00		3
557 - - VDOT RIMS USABILITY ASSESSMENT							

VEC - Overdue Milestones							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1401 - - VEC UI IT Security Phase II	Assura, Inc.	Deliver Draft Notification Tool Requirements Analysis	10/15/2012	10/15/2012	\$10,000.00		49

	Assura, Inc.	Deliver Draft Revised Contingency Plan with office type recovery steps	10/15/2012	10/15/2012	\$20,000.00		49
	Assura, Inc.	Review of Draft Notification Tool Requirements Analysis	10/30/2012	10/30/2012	\$2,500.00		34
	Assura, Inc.	Deliver Disaster Recovery Plan Test	11/15/2012	11/15/2012	\$10,000.00		18
	Assura, Inc.	Deliver Final Notification Tool Requirements Analysis	11/15/2012	11/15/2012	\$2,500.00		18
	Assura, Inc.	Evaluate Notification Tools	11/15/2012	11/15/2012	\$12,500.00		18
	Assura, Inc.	Deliver Draft curriculum for System Developer security awareness training	11/30/2012	11/30/2012	\$20,000.00		3
1401 - - VEC UI IT Security Phase II							

VITA - Overdue Milestones							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1399 - - COVA Next Generation Telco Services	TechCaliber Consulting	Phase III Completion	11/02/2012	11/2/2012	\$7,474.00		31
	TechCaliber Consulting	Phase IV Sourcing Strategy Completion	11/19/2012	11/19/2012	\$31,565.00		14
1399 - - COVA Next Generation Telco Services							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1497 - - VITA PeopleSoft EPM Upgrade	Celerity IT of PA, LLC	Environments Ready	09/15/2012	9/15/2012	\$28,850.31		79
	Celerity IT of PA, LLC	Second Test Move	10/13/2012	10/13/2012	\$8,756.62		51

	Celerity IT of PA, LLC	UAT Support	10/22/2012	10/22/2012	\$4,055.31		42
	Celerity IT of PA, LLC	Project Close-Out	10/27/2012	10/27/2012	\$7,198.62		37
	Celerity IT of PA, LLC	Final Production Move	10/28/2012	10/28/2012	\$5,157.31		36
1497 - - VITA PeopleSoft EPM Upgrade							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1520 - - VITA Virginia Digital Surface Model	Dewberry and Davis LLC	LiDAR DSM Samples	10/26/2012	10/26/2012	\$680.75		38
	Dewberry and Davis LLC	Photogrammetric DSM Samples	11/02/2012	11/2/2012	\$2,224.33		31
1520 - - VITA Virginia Digital Surface Model							

### VSP - Overdue Milestones

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## Milestones Overdue or Due in Next 30 Days as of 12/3/12

### ABC - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1408 - - VA ABC SharePoint 2010 Install	Data Concepts, LLC	SharePoint Multi-Tenancy Architecture Design document	10/20/2012	10/20/2012	\$0.00		44
	Data Concepts, LLC	Report on Service App, Tenant Admin configuration	11/05/2012	11/5/2012	\$0.00		28
	Data Concepts, LLC	Development SharePoint Farm – SharePoint 2010 &	11/15/2012	11/15/2012	\$0.00		18
	Data Concepts, LLC	Governance Plan Framework	11/20/2012	11/20/2012	\$0.00		13
1408 - - VA ABC SharePoint 2010 Install							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
537 - - ABC InfoSec Program Implementation	Assura, Inc.	61 - Draft Data & System Classification	11/30/2012	11/30/2012	\$16,393.44		3
	Assura, Inc.	62 - Final Data & System Classification	11/30/2012	11/30/2012	\$1,092.90		3
537 - - ABC InfoSec Program Implementation							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
580 - - ABC Agile Organizational Transformation	Randstad Technologies	Weekly Coaching Month 6	03/31/2012	3/31/2012	\$1,049.18		247
	Randstad Technologies	Final Assessment	04/15/2012	4/15/2012	\$2,710.38		232
580 - - ABC Agile Organizational Transformation							

### County of Accomack - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
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1326 - - GIS Database Management	WorldView Solutions, Inc.	4th Quarterly GIS Delivery	10/31/2012	10/31/2012	\$3,250.00		33
1326 - - GIS Database Management							

### DBHDS - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1505 - - DBHDS EHRS Procurement Support	The North Highland Company	Travel Expenses	10/05/2012	10/5/2012	\$5,000.00		59
1505 - - DBHDS EHRS Procurement Support							

### DCR - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1403 - - DCR Finance Database	Data Concepts, LLC	Implementation Complete	11/28/2012	11/28/2012	\$14,400.00		5
1403 - - DCR Finance Database							

### DGIF - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1402 - - DGIF Data & System Classification	Assura, Inc.	Project Kick-off	05/16/2012	5/16/2012	\$0.00	\$0.00	
	Assura, Inc.	Marked-up Document with Agency corrections	10/31/2012	10/31/2012	\$0.00		33
	Assura, Inc.	Final Critical Decision Document	11/15/2012	11/15/2012	\$3,278.69		18
1402 - - DGIF Data & System Classification							

### DHCD - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1517 - - DHCD Centralized App and Management 3	Impact Makers, Inc.	Planning Artifacts 12-7	12/07/2012	12/7/2012	\$10,000.00		

	Impact Makers, Inc.	System Test Artifacts 12-7	12/07/2012	12/7/2012	\$16,000.00		
	Impact Makers, Inc.	UAT Testing Artifacts 12-7	12/07/2012	12/7/2012	\$15,000.00		
1517 - - DHCD Centralized App and Management 3							

### DHR - Milestones Overdue or Due in Next 30 Days

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### DHRM - Milestones Overdue or Due in Next 30 Days

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### DMAS - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1117 - - HHR HIT/MITA Program Management Office	CACI, INC.	11 Monthly Status Report	11/30/2012	11/30/2012	\$79,669.33		3
	CACI, INC.	12 Monthly Status Report	12/31/2012	12/31/2012	\$79,669.33		
1117 - - HHR HIT/MITA Program Management Office							

### DOE - Milestones Overdue or Due in Next 30 Days

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### DOF - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1526 - - DOF NIMS and IMS Procurement Support	The North Highland Company	Finalized NIMS & IMS Requirements	12/21/2012	12/21/2012	\$25,000.00		
1526 - - DOF NIMS and IMS Procurement Support							

**OAG - Milestones Overdue or Due in Next 30 Days**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1515 - - Application Dev for SharePoint 2010	The Computer Solution Company Va, Inc.	Legislative Tracking - Knowledge Transfer Complete	11/13/2012	11/13/2012	\$12,459.00		20
	The Computer Solution Company Va, Inc.	Legislative Tracking - Deployment Complete	11/15/2012	11/15/2012	\$2,186.00		18
	The Computer Solution Company Va, Inc.	Legal Billing - Planning Complete	12/03/2012	12/3/2012	\$4,372.00		0
	The Computer Solution Company Va, Inc.	Legal Billing - Form Development Complete	12/10/2012	12/10/2012	\$2,186.00		
	The Computer Solution Company Va, Inc.	Legal Billing - Report Development Complete	12/17/2012	12/17/2012	\$2,623.00		
	The Computer Solution Company Va, Inc.	Legal Billing - Deployment Complete	12/21/2012	12/21/2012	\$1,749.00		
1515 - - Application Dev for SharePoint 2010							

**TAX - Milestones Overdue or Due in Next 30 Days**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1502 - - TAX Telephony Replacement with VOIP IV&V	CACI, INC.	In-Progress IV&V Review	11/16/2012	11/16/2012	\$7,800.00		17
1502 - - TAX Telephony Replacement with VOIP IV&V							

**VDH - Milestones Overdue or Due in Next 30 Days**

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1518 - - In Progress IV&V Review - EDR	CACI, INC.	Final In-Progress Review Report	10/29/2012	10/29/2012	\$7,800.00		35
	CACI, INC.	Presentation to IAOC of IV&V Report	11/30/2012	11/30/2012	\$1,300.00		3
1518 - - In Progress IV&V Review - EDR							

# VDOT - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1023 - - PMS PROCESS IMPLEMENTATION PHASE II	Spy Pond Partners	2.3 District Informal Training	12/31/2012	12/31/2012	\$15,900.00		
	Spy Pond Partners	OBSOLETE			\$0.00		
1023 - - PMS PROCESS IMPLEMENTATION PHASE II							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1179 - - VDOT URBAN CONVERSION PROJECT	Transcend Spatial Solutions, LLC	Centerline Editing Group2	12/28/2012	12/28/2012	\$14,700.00		
	Transcend Spatial Solutions, LLC	Tool Version Update	12/28/2012	12/28/2012	\$36,480.00		
1179 - - VDOT URBAN CONVERSION PROJECT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1390 - - RIMS PHASE III - IMPLEMENTATION	Spy Pond Partners	1.1 UAT Plan for Rolllout 2/3	10/31/2012	10/31/2012	\$9,100.00		33
	Spy Pond Partners	2.7 Design Review 3	10/31/2012	10/31/2012	\$5,000.00		33
	Spy Pond Partners	3.1 User (Business) Guide Update 1	10/31/2012	10/31/2012	\$10,000.00		33
	Spy Pond Partners	4.1 Draft Training Plan	10/31/2012	10/31/2012	\$8,000.00		33
	Spy Pond Partners	2.8 Design Review 4	11/30/2012	11/30/2012	\$5,000.00		3
	Spy Pond Partners	1.5 Draft UAT Scirpts for Rollout 2/3	12/31/2012	12/31/2012	\$10,000.00		
	Spy Pond Partners	3.2 User (Buisness) Guide Update 2	12/31/2012	12/31/2012	\$10,000.00		
	Spy Pond Partners	4.2 Final Training Plan	12/31/2012	12/31/2012	\$3,500.00		

	Spy Pond Partners	OBSOLETE			\$0.00		
1390 - - RIMS PHASE III - IMPLEMENTATION							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1396 - - VDOT ROADWAY DATA QUALITY IMPROVEMENT	Spy Pond Partners	Project Activity Report Q3	12/15/2012	12/15/2012	\$55,000.00		
1396 - - VDOT ROADWAY DATA QUALITY IMPROVEMENT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1400 - - VDOT CUSTOMER SERVICE CENTER SYSTEM 2.0	The North Highland Company	RFP Complete	09/14/2012	9/14/2012	\$100,000.00		80
	The North Highland Company	RFP Evaluation Process & Criteria	09/14/2012	9/14/2012	\$55,000.00		80
	The North Highland Company	Vendor Selection Strategy and Faciliation Plan	11/02/2012	11/2/2012	\$55,000.00		31
1400 - - VDOT CUSTOMER SERVICE CENTER SYSTEM 2.0							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1504 - - TIB APPLICATIONS ASSESSMENT	Spy Pond Partners	Const&Eng, Fin&Admin Applications Step 1	10/31/2012	10/31/2012	\$25,000.00		33
	Spy Pond Partners	Enterprise Applications Step 3	11/30/2012	11/30/2012	\$20,000.00		3
	Spy Pond Partners	Const&Eng, Fin&Admin Applications Step 2	12/31/2012	12/31/2012	\$25,000.00		
1504 - - TIB APPLICATIONS ASSESSMENT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1513 - - AHQ Technology Upgrade Study	TIMMONS GROUP	Final "To Be" Report	10/04/2012	10/4/2012	\$13,923.50		60
	TIMMONS GROUP	Define POC Scope	10/11/2012	10/11/2012	\$18,775.96		53

	TIMMONS GROUP	Develop POC	11/06/2012	11/6/2012	\$60,710.38		27
	TIMMONS GROUP	Create Technology Recommendations	11/16/2012	11/16/2012	\$17,092.90		17
	TIMMONS GROUP	Implement POC and Train Users	12/03/2012	12/3/2012	\$11,234.97		0
	TIMMONS GROUP	Identify Next Steps	12/10/2012	12/10/2012	\$9,355.19		
	TIMMONS GROUP	Provide Enterprise Rollout Recommendations	12/17/2012	12/17/2012	\$14,251.37		
	TIMMONS GROUP	Results Presentation - District Admin/Commissioner	01/02/2013	1/2/2013	\$6,469.95		
1513 - - AHQ Technology Upgrade Study							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1522 - - TV&D PROGRAM SUPPORT & TOC/ATMS PROCUREMENT	The North Highland Company	Sponsorship and Video Service Revenue Plans	11/30/2012	11/30/2012	\$32,000.00		3
	The North Highland Company	Vendor Oral Presentation Planning Complete	11/30/2012	11/30/2012	\$140,000.00		3
1522 - - TV&D PROGRAM SUPPORT & TOC/ATMS PROCUREMENT							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1523 - - SPRINGFIELD GATE CONTROL	Veris, Inc.	Acceptance Test Report	11/20/2012	11/20/2012	\$63,607.00		13
	Veris, Inc.	Regression Test Report	11/20/2012	11/20/2012	\$28,197.00		13
	Veris, Inc.	Review of Technical and Training Doc	11/20/2012	11/20/2012	\$5,342.00		13
1523 - - SPRINGFIELD GATE CONTROL							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1529 - - GIS INTEGRATOR 2.0 SUPPORT SERVICES	TIMMONS GROUP	Support Services - Nov 2012	11/30/2012	11/30/2012	\$11,500.00		3

	TIMMONS GROUP	Support Services - Dec 2012	12/31/2012	12/31/2012	\$6,000.00		
1529 - - GIS INTEGRATOR 2.0 SUPPORT SERVICES							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1532 - - VDOT LINEAR REFERENCING SUPPORT SERVICES	WorldView Solutions, Inc.	LRS Technical Services – Workshop 2	12/20/2012	12/20/2012	\$6,120.00		
	WorldView Solutions, Inc.	Geospatial Policy Review	12/31/2012	12/31/2012	\$3,600.00		
	WorldView Solutions, Inc.	LRS Enhancement Services – 1	01/01/2013	1/1/2013	\$12,600.00		
1532 - - VDOT LINEAR REFERENCING SUPPORT SERVICES							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
532 - - VDOT RIMS	WorldView Solutions, Inc.	CR 532-0002 LRS Enhancements Testing and	01/20/2012	1/20/2012	\$0.00	\$0.00	
	WorldView Solutions, Inc.	Phase 2 UAT Plan Review Comments	11/24/2012	11/24/2012	\$34,300.00		9
	WorldView Solutions, Inc.	Phase 2 Core Code Delivered	12/03/2012	12/3/2012	\$29,400.00		0
	WorldView Solutions, Inc.	Phase 2 System Test Schedule	12/17/2012	12/17/2012	\$31,250.00		
	WorldView Solutions, Inc.	OBSOLETE			\$0.00		
532 - - VDOT RIMS							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
545 - - VDOT HR WORKFLOW OPTIMIZATION	Idea Integration Corp	Completed Development	10/01/2012	10/1/2012	\$239,748.00		63
	Idea Integration Corp	Deployment	10/22/2012	10/22/2012	\$41,015.00		42
545 - - VDOT HR WORKFLOW OPTIMIZATION							

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
557 - - VDOT RIMS USABILITY ASSESSMENT	Fahrenheit Technology, Inc.	Phase 2/3 RIMS Usability Sessions	11/30/2012	11/30/2012	\$19,476.00		3
	Fahrenheit Technology, Inc.	Phase 2/3 Support of RIMS forum/portal design	11/30/2012	11/30/2012	\$21,130.00		3
	Fahrenheit Technology, Inc.	OBSOLETE			\$0.00		
557 - - VDOT RIMS USABILITY ASSESSMENT							

### VEC - Milestones Overdue or Due in Next 30 Days

Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1401 - - VEC UI IT Security Phase II	Assura, Inc.	Project Kick-off Meeting	05/16/2012	5/16/2012	\$0.00	\$0.00	
	Assura, Inc.	Deliver Draft Notification Tool Requirements	10/15/2012	10/15/2012	\$10,000.00		49
	Assura, Inc.	Deliver Draft Revised Contingency Plan with office type	10/15/2012	10/15/2012	\$20,000.00		49
	Assura, Inc.	Review of Draft Notification Tool Requirements	10/30/2012	10/30/2012	\$2,500.00		34
	Assura, Inc.	Deliver Disaster Recovery Plan Test	11/15/2012	11/15/2012	\$10,000.00		18
	Assura, Inc.	Deliver Final Notification Tool Requirements	11/15/2012	11/15/2012	\$2,500.00		18
	Assura, Inc.	Evaluate Notification Tools	11/15/2012	11/15/2012	\$12,500.00		18
	Assura, Inc.	Deliver Draft curriculum for System Developer	11/30/2012	11/30/2012	\$20,000.00		3
	Assura, Inc.	Deliver Final Revised Contingency Plan incorporating lessons	12/15/2012	12/15/2012	\$10,000.00		
	Assura, Inc.	Review of Draft curriculum for System Developer	12/15/2012	12/15/2012	\$2,500.00		
	Assura, Inc.	Deliver curriculum for System Developer security awareness	12/30/2012	12/30/2012	\$5,000.00		

1401 - - VEC UI IT Security Phase II							
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<b>VITA - Milestones Overdue or Due in Next 30 Days</b>
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Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1399 - - COVA Next Generation Telco Services	TechCaliber Consulting	Phase III Completion	11/02/2012	11/2/2012	\$7,474.00		31
	TechCaliber Consulting	Phase IV Sourcing Strategy Completion	11/19/2012	11/19/2012	\$31,565.00		14
	TechCaliber Consulting	Phase IV Document Requirements	12/07/2012	12/7/2012	\$68,511.00		
1399 - - COVA Next Generation Telco Services							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1497 - - VITA PeopleSoft EPM Upgrade	Celerity IT of PA, LLC	Environments Ready	09/15/2012	9/15/2012	\$28,850.31		79
	Celerity IT of PA, LLC	Second Test Move	10/13/2012	10/13/2012	\$8,756.62		51
	Celerity IT of PA, LLC	UAT Support	10/22/2012	10/22/2012	\$4,055.31		42
	Celerity IT of PA, LLC	Project Close-Out	10/27/2012	10/27/2012	\$7,198.62		37
	Celerity IT of PA, LLC	Final Production Move	10/28/2012	10/28/2012	\$5,157.31		36
1497 - - VITA PeopleSoft EPM Upgrade							
Project Title	Vendor	Milestone Name	Milestone Due Date	Sort Date	Milestone Amount	Submitted Milestone Amount	Days Overdue
1520 - - VITA Virginia Digital Surface Model	Dewberry and Davis LLC	LiDAR DSM Samples	10/26/2012	10/26/2012	\$680.75		38
	Dewberry and Davis LLC	Photogrammetric DSM Samples	11/02/2012	11/2/2012	\$2,224.33		31
1520 - - VITA Virginia Digital Surface Model							

<b>VSP - Milestones Overdue or Due in Next 30 Days</b>
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# Resource Utilization Sample Report

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This sample report appears below.

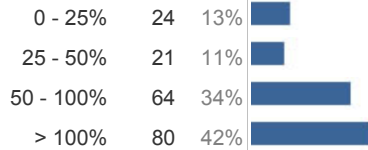
# Candidate Length of Stay Audit Summary

Refreshed: Thursday, January 10, 2013 10:41:08 AM

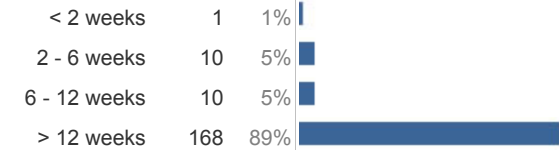
Engagement Threshold (in weeks): 52 Weeks

**Total Candidates At Risk\*:** 9  
**Total Candidates Over Threshold:** 189  
**Avg Engt Length to Date (weeks):** 89.02  
**Average Client Rate:** \$77.75  
 \*within 10% of threshold

## Candidates Over Threshold by % Over



## Candidates Over Threshold by Weeks Left



## Candidates At Risk

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
1240917	Williams, George	VDACS Project Manager 3 - Williams	International Consulting Services LLC	Nott, Catherine A	\$80.88	17 Jan 12	51.29	16 Jan 13	1
1243587	Woodington, Robert	VSU Programmer 5 - Woodington	BRANCORE TECHNOLOGIES, LLC	Hayes, Stephanie	\$79.00	17 Jan 12	51.29	31 Mar 13	11.57
1232321	Hancock, Ruth	DOE SQL Programmer Analyst 3	Macon IT	Bryant, Matt	\$65.00	19 Jan 12	51	28 Jun 13	24.29
1251977	Jenkins, Kelly N	DSS Business Analyst 5 - Jenkins	Tech2 Business Solutions	Endicott, Marsha	\$84.00	23 Jan 12	50.43	30 Jun 13	24.57
1249897	Brown, Kathy	DOE SQL Programmer Analyst 3 - Brown	CODE X, INC.	Bryant, Matt	\$65.00	24 Jan 12	50.29	28 Jun 13	24.29
1250373	Chakravorty, Sudip	VITA ERP Analyst 4	Cogent Infotech Corporation	Deitrick-Stewart, Melinda L	\$92.41	31 Jan 12	49.29	30 Jun 13	24.57
1254287	Potts, Cynthia L	VEC Prog 3 - COBOL	Comtech, LLC	McGugan, Jr., Raymond A	\$55.77	13 Feb 12	47.43	30 Jun 13	24.57
1255284	Wirth, Mike	DMAS Organizational Change Mgr - Wirth	Udig Technologies, LLC	Mix, David	\$208.74	13 Feb 12	47.43	30 Sep 13	37.71
1257145	Yanishak, Charity	VDOT Business Analyst 5 - Sharepoint	Impact Makers, Inc.	Nahm, John	\$82.53	13 Feb 12	47.43	30 Jun 13	24.57

## Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
798450	Sarp, Murad	UVa System Admin/VoIP	ATLANTIC RESOURCE GROUP	Oliver, Rick	\$45.15	18 May 09	190.43	30 Jun 13	24.57
1069451	Banerjee, Krish	VCE Programmer 3 - Banerjee	CODE X, INC.	LaBarbera, Sebastian	\$58.09	01 Dec 10	110.14	07 Feb 13	4.14
1041729	Bassett, John T	VDOT Infrastructure Sol Arch 3 - Bassett	Morton Consulting	Tauer, Pam	\$76.74	01 Dec 10	110.14	30 Jun 13	24.57
1040425	Bommireddipalli, Ramakrishna	DSS Business Analyst 5 -Bommireddipalli	Tech2 Business Solutions	Endicott, Marsha	\$84.00	01 Dec 10	110.14	30 Jun 13	24.57

# ■ Candidate Length of Stay Audit Summary

Refreshed: Thursday, January 10, 2013 10:41:08 AM

## Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
1040684	Brooks-Hughes, Jonna	VDOT IT Security An 1 - Brooks-Hughes	Technology Partners Management Group	Mack, Juanita	\$39.04	01 Dec 10	110.14	30 Jun 13	24.57
1042185	Campbell, Elizabeth	VDOT GIS Specialist 1 - Campbell	Experis IT Services US, LLC	Pugh, Joe	\$40.38	01 Dec 10	110.14	30 Jun 13	24.57
1040457	Chilukuri, Sudha	VDOT Programmer Analyst 3 - Chilukrui	CS xperts LLC	Nahm, John	\$56.66	01 Dec 10	110.14	30 Jun 13	24.57
1040721	Cibo, David	VDOT S/W Test Analyst 3 - Cibo	R3 Solutions, Inc.	Nahm, John	\$45.57	01 Dec 10	110.14	30 Jun 13	24.57
1040722	Connor, Maureen	VDOT System Administrator 3 - Connor	Technology Partners Management Group	Johnson, Penny	\$51.56	01 Dec 10	110.14	30 Jun 13	24.57
1040918	Coss, David L	DSS Programmer 5 - Coss	Datamation Service Center Inc	Endicott, Marsha	\$88.75	01 Dec 10	110.14	30 Jun 13	24.57
1040534	Courtney, Thomas D	VDOT S/W Test Analyst 5 - Courtney	Global Computer Associates, Inc.	Pugh, Joe	\$65.86	01 Dec 10	110.14	30 Jun 13	24.57
1040501	Downing-Reed, Susan	VDOT Business Analyst 4 - Downing-Reed	Smart Resources, Inc.	Pugh, Joe	\$69.60	01 Dec 10	110.14	30 Jun 13	24.57
1040669	Eaton, Chris	VDOT Software Sol Architect - Eaton	Technology Partners Management Group	Tauer, Pam	\$63.94	01 Dec 10	110.14	30 Jun 13	24.57
1040412	Kharbanda, Vikas	DSS Programmer 5 - Kharbanda	Tech2 Business Solutions	Endicott, Marsha	\$91.56	01 Dec 10	110.14	30 Jun 13	24.57
1040414	Kilgore, Charles	DSS Prog/Analyst 5 - Kilgore	Tech2 Business Solutions	Endicott, Marsha	\$92.00	01 Dec 10	110.14	30 Jun 13	24.57
1043451	Lindquist, Ray	VDOT Programmer Analyst 4 - Lindquist	CODE X, INC.	Wilson, Brenda	\$81.83	01 Dec 10	110.14	30 Jun 13	24.57
1042530	Litt, Ivette	VDOT Programmer Analyst 3 - Litt	U.I. Concepts, LLC	Nahm, John	\$61.97	01 Dec 10	110.14	30 Jun 13	24.57
1041701	Lumpkin, Jr., Joseph S	VDOT S/W Test Analyst 3 - Lumpkin	Fahrenheit Technology, Inc.	Nahm, John	\$57.35	01 Dec 10	110.14	30 Jun 13	24.57
1069445	Maddoju, Sreeharsha	VCE Technical Support 1 - Maddoju	CODE X, INC.	LaBarbera, Sebastian	\$27.21	01 Dec 10	110.14	07 Feb 13	4.14
1040461	Mandell, Michele	VDOT GIS Specialist 1 - Mandell	Focused HR Solutions, LLC	Pugh, Joe	\$35.00	01 Dec 10	110.14	30 Jun 13	24.57
1040543	Mattic, Frank	VDOT Enterprise Architect - Mattic	Acclaim Systems, Inc.	Hagan, Mark	\$96.92	01 Dec 10	110.14	30 Jun 13	24.57
1042122	Moriconi, Henry H	VDOT IT Security Analyst 2 - Moriconi	Artisan Consulting Group, LLC	Mack, Juanita	\$51.98	01 Dec 10	110.14	30 Jun 13	24.57
1069430	Murdock, Charley	VCE Technical Support 1 - Murdock	CODE X, INC.	LaBarbera, Sebastian	\$27.21	01 Dec 10	110.14	07 Feb 13	4.14
1045651	Nichols, Jay	VDOT Enterprise Architect - Nichols	SyCom Technologies	Tauer, Pam	\$85.25	01 Dec 10	110.14	30 Jun 13	24.57
1040726	Paden, Lowell	VDOT Database Administrator 3 - Paden	Technology Partners Management Group	Tauer, Pam	\$68.31	01 Dec 10	110.14	30 Jun 13	24.57
1042100	Pascale, Frank	VDOT IT Security Analyst 2 - Pascale	Artisan Consulting Group, LLC	Mack, Juanita	\$52.95	01 Dec 10	110.14	30 Jun 13	24.57

# ■ Candidate Length of Stay Audit Summary

Refreshed: Thursday, January 10, 2013 10:41:08 AM

## Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
1040644	Rai, Shandev	VDOT Programmer Analyst 5 - Rai	Skrai LLC	Pollard, Ellett	\$85.61	01 Dec 10	110.14	30 Jun 13	24.57
1040818	Rekonda, Saichand	VDOT Data Warehouse Arch 2 - Rekonda	Ohm Systems, Inc.	Pugh, Joe	\$78.29	01 Dec 10	110.14	30 Jun 13	24.57
1040727	Renfro, William R	VDOT Technical Support 2 - Renfro	Technology Partners Management Group	Mack, Juanita	\$35.52	01 Dec 10	110.14	30 Jun 13	24.57
1040194	Robinson, Raymond A	VDOT Project Manager 2 - Robinson	R3 Solutions, Inc.	Wilson, Brenda	\$67.31	01 Dec 10	110.14	30 Jun 13	24.57
1045047	Ryan, Michael S	VDOT Software Sol Architect - Ryan	NTT DATA, Inc.	Harris, Tom	\$75.11	01 Dec 10	110.14	30 Jun 13	24.57
1040226	Sanderson, Mae R	VDOT Programmer Analyst 4 - Sanderson	CORE CONSULTING, LLC	Pugh, Joe	\$76.29	01 Dec 10	110.14	30 Jun 13	24.57
1040422	Sardesai, Amit	DSS Data Warehouse Arch 2 - Sardesai	Tech2 Business Solutions	Endicott, Marsha	\$75.92	01 Dec 10	110.14	30 Jun 13	24.57
1040737	Seigler, Dewey	VDOT GIS Specialist 1 - Seigler	Focused HR Solutions, LLC	Pugh, Joe	\$41.66	01 Dec 10	110.14	30 Jun 13	24.57
1040785	Shrote, Pramod M	VDOT Database Administrator 4 - Shrote	ANTUSH Solutions, LLC	Tauer, Pam	\$84.10	01 Dec 10	110.14	30 Jun 13	24.57
1041720	Sitterle, William	VDOT GIS Geospatial PM 1 - Sitterle	Fahrenheit Technology, Inc.	Pugh, Joe	\$44.30	01 Dec 10	110.14	30 Jun 13	24.57
1042337	Skinner, Kerry	DSS Prog/Analyst 3 - Skinner	MODIS INCORPORATED	Endicott, Marsha	\$76.00	01 Dec 10	110.14	30 Jun 13	24.57
1040731	Smith, Diane	VDOT IT Security Analyst 1 - Smith	Technology Partners Management Group	Mack, Juanita	\$43.52	01 Dec 10	110.14	30 Jun 13	24.57
1040784	Smith, Linda	VDOT Business Analyst 4 - Smith	Macon IT	Pollard, Ellett	\$64.62	01 Dec 10	110.14	30 Jun 13	24.57
1040802	Snyder, Lynn	VDOT Business Analyst 4 - Snyder	Smart Resources, Inc.	Pugh, Joe	\$61.21	01 Dec 10	110.14	30 Jun 13	24.57
1041725	Steele, Sandy	VDOT GIS Technician 3 - Steele	Fahrenheit Technology, Inc.	Cannell, Bill	\$40.38	01 Dec 10	110.14	30 Jun 13	24.57
1041160	Sundaram, Sridhar	VDOT Programmer 5 - Sundaram	Global Computer Associates, Inc.	Tauer, Pam	\$89.74	01 Dec 10	110.14	30 Jun 13	24.57
1040416	Taft, Gerald	DSS Prog/Analyst 4 - Taft	Tech2 Business Solutions	Endicott, Marsha	\$92.00	01 Dec 10	110.14	30 Jun 13	24.57
1041846	Taylor, Brenda	VDOT System Administrator 2 - Taylor	Technology Partners Management Group	Tauer, Pam	\$53.57	01 Dec 10	110.14	30 Jun 13	24.57
1043566	Teasley, Donald L	VDOT Enterprise Architect - Teasley	Digital Webware, LLC	Tauer, Pam	\$113.08	01 Dec 10	110.14	30 Jun 13	24.57
1040421	Thomas, Tim	DSS Data Warehouse Arch 2 - Thomas	Tech2 Business Solutions	Endicott, Marsha	\$85.00	01 Dec 10	110.14	30 Jun 13	24.57
1045290	Thompson, Finley M	VDOT Database Administrator 4 - Thompson	Infinitech Inc	Tauer, Pam	\$85.87	01 Dec 10	110.14	30 Jun 13	24.57
1044011	Vernon, Richard S	VDOT Network Engineer 4 - Vernon	Network Systems of Virginia, Inc.	Tauer, Pam	\$71.81	01 Dec 10	110.14	30 Jun 13	24.57

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1040767	Weast, Steve	VDOT Enterprise Architect - Weast	Technology Partners Management Group	Tauer, Pam	\$95.69	01 Dec 10	110.14	30 Jun 13	24.57
1042307	wiley, mark	VDOT System Analyst 3 - Wiley	Randstad Technologies	Pollard, Ellett	\$52.84	01 Dec 10	110.14	30 Jun 13	24.57
1040423	Williams, Susan	DSS Business Analyst 5 -Williams	Tech2 Business Solutions	Endicott, Marsha	\$84.00	01 Dec 10	110.14	30 Jun 13	24.57
1042136	Wood, Thomas W	VDOT IT Security Analyst 2 - Wood	Artisan Consulting Group, LLC	Mack, Juanita	\$55.95	01 Dec 10	110.14	30 Jun 13	24.57
1040420	Zimmerman, David	DSS Prog/Analyst 4 - Zimmerman	Tech2 Business Solutions	Endicott, Marsha	\$83.01	01 Dec 10	110.14	30 Jun 13	24.57
1049890	Pirron, Michael I	DOC Exception - Pirron	Impact Makers, Inc.	Rogish, Jody	\$123.00	06 Dec 10	109.43	30 Jun 13	24.57
1046753	Gattu, Anand	VDH Database Architect 3 - Gattu	AIZ Consulting, Inc.	Robinson, Erin	\$88.50	13 Dec 10	108.43	30 Jun 13	24.57
1050928	Girard, Gerald	VDH Business Analyst 4 - Girard	Fahrenheit Technology, Inc.	Molnar, Dennis	\$69.46	13 Dec 10	108.43	30 Jun 13	24.57
1046884	Gupta, Sameer	VDH Business Analyst 4 - Gupta	International Consulting Services LLC	Robinson, Erin	\$70.38	13 Dec 10	108.43	30 Jun 13	24.57
1044590	Humberson, Roger	VDH Programmer 5 - Humberson	Data Concepts, LLC	Robinson, Erin	\$86.90	13 Dec 10	108.43	30 Jun 13	24.57
1048644	LYUBLINER, ARTHUR	VDH Business Analyst 5 - Lyubliner	Entivia, Inc.	Robinson, Erin	\$80.01	13 Dec 10	108.43	30 Jun 13	24.57
1044581	Mahajan, Abhi	VDH Programmer 5 - Mahajan	Data Concepts, LLC	Robinson, Erin	\$76.14	13 Dec 10	108.43	30 Jun 13	24.57
1053411	Miller, Michael E	VDH Business Analyst 5 - Miller	EIDEN SYSTEMS CORPORATION	Molnar, Dennis	\$75.18	13 Dec 10	108.43	30 Jun 13	24.57
1044614	Rengasamy, Raj	VDH Programmer 5 - Rengassamy	Data Concepts, LLC	Robinson, Erin	\$79.78	13 Dec 10	108.43	30 Jun 13	24.57
1051223	Bernstein, Bill	SCC Network Engineer 4 - Bernstein	IPC Technologies	Nester, Pam L	\$72.33	03 Jan 11	105.43	30 Jun 13	24.57
1056180	Blankenship, Stuart	DCR WView PM	WorldView Solutions, Inc.	Rusch, Steven	\$146.48	03 Jan 11	105.43	31 Dec 13	50.86
1052307	Boggala, Venu	DOE Programmer Analyst 3 - Boggala	Acclaim Systems, Inc.	Woten, Raymond	\$64.86	03 Jan 11	105.43	30 Jun 13	24.57
1056176	Bunyard, Chad	DCR WView Sys Architect	WorldView Solutions, Inc.	Rusch, Steven	\$110.67	03 Jan 11	105.43	31 Dec 13	50.86
1052182	Cheluri, Jagadish	DOE Programmer Analyst 3 - Cherluri	Data Inc	Woten, Raymond	\$64.86	03 Jan 11	105.43	30 Jun 13	24.57
1050867	Collins, Barry J	SCC Programmer Analyst 4 - Collins	Experis IT Services US, LLC	Hargrave, Carolyn W	\$65.15	03 Jan 11	105.43	30 Jun 13	24.57
1051323	Gomatam, Sowmiya	SCC Programmer Analyst 3 - Gomatam	md2 systems, Inc.	Moseley, Angela B	\$62.58	03 Jan 11	105.43	30 Jun 13	24.57
1051756	Miller, Cheryl	DOLI System Analyst 3 - Miller	EIDEN SYSTEMS CORPORATION	MacEwen, Michael L	\$55.08	03 Jan 11	105.43	30 Jun 13	24.57
1047773	Mony, Gurushyam	DMV ERP Developer 3 - Mony	ATLANTIC RESOURCE GROUP	Ely, Matt	\$82.00	03 Jan 11	105.43	30 Sep 13	37.71
1052811	Mulyar, Oleks	DEQ Programmer 4 - Mulyar	Data Concepts, LLC	Crawford, Bob	\$70.77	03 Jan 11	105.43	25 Jul 13	28.14

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1049327	Newby, Scott	DMV Data Warehouse Architect 3 - Newby	Smart Resources, Inc.	Ely, Matt	\$94.00	03 Jan 11	105.43	30 Sep 13	37.71
1050143	Patil, Dhanraj A	DMV ERP Developer 3 - Patil	LogicaTech Inc	Ely, Matt	\$82.50	03 Jan 11	105.43	30 Sep 13	37.71
1051211	Reddy, Harsha	SCC Business Analyst 3 - Reddy	Net World Technology, Inc.	Pulkowski, Bill G	\$61.21	03 Jan 11	105.43	30 Jun 13	24.57
1050919	Reggio, Peter	SCC Programmer Analyst 3 - Reggio	Macon IT	Clarke, Lewis D	\$62.58	03 Jan 11	105.43	30 Jun 13	24.57
1053825	Thorat, Dhanaji	DMV ERP Developer 3 - Thorat	LogicaTech Inc	Ely, Matt	\$82.50	03 Jan 11	105.43	30 Sep 13	37.71
1050908	Welch, Faith	SCC Programmer Analyst 3 - Welch	Macon IT	Hargrave, Carolyn W	\$62.58	03 Jan 11	105.43	30 Jun 13	24.57
1047439	Yin, Na	DMV ERP Analyst 4 - Yin	Technology Partners Management Group	Ely, Matt	\$82.00	03 Jan 11	105.43	30 Sep 13	37.71
1052900	Davis, Stephanie	DMV Programmer Analyst 5 - Davis	Celerity IT of PA, LLC	James, Faith	\$85.00	10 Jan 11	104.43	17 Feb 14	57.71
1062405	Dhason, Bibin	VDOT Programmer Analyst 4 - Dhason	Deemsys Inc	Cannell, Bill	\$76.29	01 Feb 11	101.29	30 Jun 13	24.57
1067215	Thorne, Atron	DOC IT Security Analyst 2 - Thorn	VA Staffing LLC	Wallace, Cherrey	\$55.95	01 Feb 11	101.29	31 Dec 13	50.86
1062554	Rao, Norma	VDOT Exception/Rao	Antara Global Visions, Inc.	Clarke, Mary	\$120.22	03 Feb 11	101	31 Jan 13	3.14
1066991	Daughtry, Marcus	DMV Database Admin 4 - Daughtry	Synigent Technologies	Slate, Charles E	\$85.00	07 Feb 11	100.43	12 Apr 13	13.29
1063034	Braxton, Vanessa Y	VEC Prog 3 - COBOL - Braxton	Global Computer Associates, Inc.	McGugan, Jr., Raymond A	\$55.77	14 Feb 11	99.43	30 Jun 13	24.57
1059430	Samuel, Joseph P	VDH Programmer Analyst 4	Ford Resource Group, Inc.	Soundararajan, Suresh	\$76.16	23 Feb 11	98.14	30 Jun 13	24.57
1057828	Hanville, Patricia	VEC Prog 3 - COBOL	Experis IT Services US, LLC	McGugan, Jr., Raymond A	\$55.77	28 Feb 11	97.43	30 Jun 13	24.57
1064274	Brewbaker, Rogers	VDOT EXCEPTION BREWBAKER	CACI, INC.	Clarke, Mary	\$182.85	06 Mar 11	96.57	31 Jan 13	3.14
1078190	Crawley, Brandon T	VITA System Administrator 1 - Crawley	DBDriven.net LLC	Rohatgi, Ajay	\$30.37	08 Mar 11	96.29	30 Jun 13	24.57
1066632	Sowell, Allen	VDOT Technical Support 3 - Salem, VA	Udig Technologies, LLC	Tauer, Pam	\$59.73	08 Mar 11	96.29	30 Jun 13	24.57
1079803	Baca, James	VITA - CRM Specialist - Baca	CapTech Ventures, Inc.	Kuppich, Nancy	\$125.00	14 Mar 11	95.43	31 Jan 13	3.14
1077799	Guy, Daniel	VITA Programmer Analyst 5 - Guy	Macon IT	Rohatgi, Ajay	\$90.00	14 Mar 11	95.43	30 Jun 13	24.57
1084152	Stock, Mark C	VDACS Programmer Analyst 5 - Stock	enQuery, Incorporated	Nott, Catherine A	\$93.06	21 Mar 11	94.43	30 Apr 13	15.86
1101967	Johnson, David	TRS Programmer Analyst 5 - Johnson	Experis IT Services US, LLC	Cornish, Patrick	\$92.90	28 Mar 11	93.43	17 Jan 14	53.29
1092430	Oliver, Nicole	VITA EXCEPTION - Oliver	Macon IT	Rohatgi, Ajay	\$117.00	04 Apr 11	92.43	30 Jun 13	24.57

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109169 8	Dallas, Lisa	DEQ IT Strategist - Dallas	CapTech Ventures, Inc.	Crawford, Bob	\$153.01	11 Apr 11	91.43	31 Jan 13	3.14
109672 9	Collins, Kirk	DCJS Database Administrator 2 - Collins	Global Computer Associates, Inc.	Sanford, Carol	\$55.00	18 Apr 11	90.43	31 Mar 13	11.57
109414 1	Fifteen, Timmons	VDOT - TIMMONS 15	TIMMONS GROUP	Nahm, John	\$177.68	01 May 11	88.57	30 Jun 13	24.57
109320 6	Tripuraneni, Shanta	VDOT Business Analyst 5	Texplorers Inc	Kelliher, Steve	\$80.69	01 May 11	88.57	30 Jun 13	24.57
109646 5	Alaparthi, Brahmaji	VDOT Programmer Analyst 4 - C#	Texplorers Inc	Nahm, John	\$85.85	02 May 11	88.43	30 Jun 13	24.57
110864 6	Perry, Gary	DOE Software Test Analyst 5 - Perry	Morton Consulting	Bryant, Matt	\$76.56	02 May 11	88.43	30 Jun 13	24.57
108854 9	Shah, Apeksha	VEC Software Test Analyst 3	md2 systems, Inc.	Tomczak, Mark C	\$53.00	02 May 11	88.43	01 Apr 13	11.71
109792 6	TAKKELLAPATI, RAMESH	DEQ Programmer 4	LogicaTech Inc	Crawford, Bob	\$66.14	02 May 11	88.43	25 Jan 13	2.29
107887 0	Yuldashev, Ibrokhim	VDOT Systems Administrator - NoVA	TECHEAD	Tao, Zongwei	\$96.92	09 May 11	87.43	30 Jun 13	24.57
110951 4	Rhoads, Durwood T	VDOT Technical Support 2 - Rhodes	Network Systems of Virginia, Inc.	Winslow, Mary	\$51.38	16 May 11	86.43	30 Jun 13	24.57
109809 7	Moore, Michele	VDOT Programmer Analyst 4	Udig Technologies, LLC	Carr, Archer	\$75.00	23 May 11	85.43	30 Jun 13	24.57
110062 4	Patel, Kaushal	VDOT Infrastructure Solutions Arch 3	VECTOR CONSULTING, INC.	Tauer, Pam	\$76.50	23 May 11	85.43	30 Jun 13	24.57
109717 0	Steider, Jeremy	VDOT GIS Analyst	Morton Consulting	Kelley, Bryan	\$75.00	23 May 11	85.43	30 Jun 13	24.57
109574 4	Wilhelm, Charlene	VDOT Project Manager 3	Macon IT	Kelley, Bryan	\$92.90	23 May 11	85.43	30 Jun 13	24.57
111777 4	Gedah, Nicolas	TAX Project Manager 4 - Gaedah	Cursor Technologies, Inc.	Cooper, Ed	\$105.00	26 May 11	85	30 Jun 13	24.57
112349 0	Whitehead, Chris	SCC Technical Support 2 - Whitehead	Smart Resources, Inc.	Jackson, Amy	\$52.97	01 Jun 11	84.14	30 Jun 13	24.57
113551 5	Miller, Cheryl	IDC Programmer 3 - CMiller	EIDEN SYSTEMS CORPORATION	Ernouf, Ed	\$55.08	06 Jun 11	83.43	30 Jun 13	24.57
111925 4	Williams, George	SBE CITA Analyst - Williams	International Consulting Services LLC	Davis, Matthew	\$71.05	07 Jun 11	83.29	30 Jun 13	24.57
112898 4	Goth, Peter	VITA CRM Architect - Goth	CoEnterprise, LLC	Deitrick-Stewart, Melinda L	\$165.00	08 Jun 11	83.14	28 Feb 13	7.14
113599 5	Peters, Jennifer	DMV ERP Project Manager 3 - Peters	CORE CONSULTING, LLC	Ely, Matt	\$121.00	10 Jun 11	82.86	14 Jun 13	22.29
113386 0	Mony, Gurushyam	DMV ERP Analyst 4 - Mony	ATLANTIC RESOURCE GROUP	Ely, Matt	\$82.00	12 Jun 11	82.57	30 Jun 13	24.57
112591 2	Shelton, Terry	ABC Business Analyst 3	Macon IT	Friesen, Correne	\$61.21	20 Jun 11	81.43	31 Mar 13	11.57
113730 5	Pak, Sang K	SBE Programmer Analyst 4 - Pak	International Consulting Services LLC	Davis, Matthew	\$81.98	22 Jun 11	81.14	30 Jan 13	3
114896 8	Shakil, Farr	VSP Programmer 5 - Shakil	Data Concepts, LLC	Shepherd, Elaine	\$92.00	27 Jun 11	80.43	31 Aug 13	33.43

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1142234	Arnette, Timothy	VDOT Project Manager 2 - Arnette	IPC Technologies	Cannell, Bill	\$70.02	01 Jul 11	79.86	30 Jun 13	24.57
1145451	Babu, Mageswari	VDH Software Test Analyst 5 - Babu	SSN Group LLC	Robinson, Erin	\$66.00	01 Jul 11	79.86	30 Jun 13	24.57
1142858	Bhalerao, Sandeep	DSS Prog/Analyst 4 - Bhalero	Tech2 Business Solutions	Endicott, Marsha	\$93.00	01 Jul 11	79.86	30 Jun 13	24.57
1142629	Boersma, Dan J	VITA Enterprise Architect - Boersma	DBDriven.net LLC	Rohatgi, Ajay	\$117.14	01 Jul 11	79.86	30 Jun 13	24.57
1143610	Brandt, Jeffrey	ARL Project Manager 4 - Brandt	Brandon Consulting Associates, Inc	Levine, Mark	\$83.00	01 Jul 11	79.86	30 Jun 13	24.57
1145996	Bucher, John P	VDOT Software Sol Architect - Bucher	NTT DATA, Inc.	Cannell, Bill	\$83.24	01 Jul 11	79.86	30 Jun 13	24.57
1140898	Claudio, Carmen D	VDOT Project Lead 1 - Claudio	Technology Partners Management Group	Mack, Juanita	\$31.97	01 Jul 11	79.86	30 Jun 13	24.57
1142092	Cole, Joshua A	DAV IT Security Analyst 3 - JCole	Assura, Inc.	Bowling, Roger	\$57.06	01 Jul 11	79.86	30 Jun 13	24.57
1142094	Cole, Karen L	DOAV Business Continuity Planner - KCole	Assura, Inc.	Bowling, Roger	\$76.00	01 Jul 11	79.86	30 Jun 13	24.57
1141684	Edupalli, Rajani	VDOT Software Sol Architect - Edupalli	IGEEK Solutions LLC	Tauer, Pam	\$75.00	01 Jul 11	79.86	30 Jun 13	24.57
1143199	Fourteen, Timmons	VDOT - Timmons 14	TIMMONS GROUP	Nahm, John	\$145.38	01 Jul 11	79.86	30 Jun 13	24.57
1140956	Hunter, LaShawn	VDOT Project Lead 2 - Hunter	LH Consulting Inc.	Wilson, Brenda	\$53.57	01 Jul 11	79.86	30 Jun 13	24.57
1144944	Kamatala, Sridhar	VDOT ERP Developer 4 - Kamatala	aurionPro Solutions, Inc	Tauer, Pam	\$96.00	01 Jul 11	79.86	30 Jun 13	24.57
1142530	Kumar, Sree	ABC Data Warehouse Architect 2	Experis IT Services US, LLC	Mason, Handon	\$83.17	01 Jul 11	79.86	30 Jun 13	24.57
1141202	Lee, Marcy	VSP Business Analyst 5 - Lee	Data Concepts, LLC	Shepherd, Elaine	\$79.16	01 Jul 11	79.86	31 Aug 13	33.43
1142920	Mann, Inderpreet Singh	VDOT Project Manager 1 - Mann	CS xperts LLC	Cannell, Bill	\$58.37	01 Jul 11	79.86	30 Jun 13	24.57
1145368	Miller, Cheryl	DCR System Analyst 3 - Miller	EIDEN SYSTEMS CORPORATION	Rusch, Steven	\$55.08	01 Jul 11	79.86	30 Jun 13	24.57
1142827	Montague, Garland	VEC Programmer 3 - Montague	Integrity Consulting, LLC	McGugan, Jr., Raymond A	\$55.77	01 Jul 11	79.86	30 Jun 13	24.57
1140927	Rooney, Alexa	VDOT Project Lead 2 - Rooney	Smart Resources, Inc.	Waiton, Richard	\$52.00	01 Jul 11	79.86	30 Jun 13	24.57
1124811	Rush, Paige	VDOT Project Lead 1 - Procurement Spec	Focused HR Solutions, LLC	Johnson, Penny	\$31.08	01 Jul 11	79.86	30 Jun 13	24.57
1143183	Saunshimath, Annadaneshwar H	VDOT Database Admin 3 - Saunshimath	ADVANCED TECHNOLOGY SOLUTION, LLC	Tauer, Pam	\$70.00	01 Jul 11	79.86	30 Jun 13	24.57
1141012	Valentine, Joan M	VDOT Programmer 5 - Valentine	TECHEAD	Cannell, Bill	\$84.00	01 Jul 11	79.86	30 Jun 13	24.57
1125772	Jones, Berkley R	VEC Technical Support 3 - Jones	Global Computer Associates, Inc.	Thomas, Johnny	\$60.00	05 Jul 11	79.29	30 Jun 13	24.57
1126922	TRUELOVE, GRAHAM	VDH GIS Analyst	TECHEAD	Soundararajan, Suresh	\$64.38	07 Jul 11	79	30 Jun 13	24.57
1122025	Cummins, Joseph	VITA SBE CFM .NET Developer	Smart Resources, Inc.	Kuppich, Nancy	\$110.00	11 Jul 11	78.43	08 Mar 13	8.29

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1149155	Goldschmidt, Willie R	VITA Enterprise Architect - Goldschmidt	G&O Consulting LLC	Rohatgi, Ajay	\$117.45	18 Jul 11	77.43	15 Jan 13	0.86
1124595	Graham, Kathleen	VITA Business Analyst 5 - Graham	Macon IT	Kuppich, Nancy	\$92.00	18 Jul 11	77.43	30 Jun 13	24.57
1123313	Munson, Alan	VITA Gov's Office .NET Developer	Macon IT	Kuppich, Nancy	\$98.00	18 Jul 11	77.43	12 Apr 13	13.29
1121904	Hetzer, Eric	VDOT GIS Technician 2	Smart Resources, Inc.	Kelley, Bryan	\$45.00	20 Jul 11	77.14	30 Jun 13	24.57
1137831	Perzanowski, Mike	VITA Gov's Office .NET Dev - Perzanowski	CapTech Ventures, Inc.	Kuppich, Nancy	\$110.00	25 Jul 11	76.43	31 Mar 13	11.57
1143746	Vargas, Igor	DBHDS Prog Analyst 3 - AP.NET/VB.NET	Focused HR Solutions, LLC	Roberts, Jim	\$66.87	25 Jul 11	76.43	31 Jan 13	3.14
1128104	Appathurai, Ramesh	VDOT Programmer Analyst 4 - C#	Texplorers Inc	Maricle, Jess M	\$85.85	08 Aug 11	74.43	30 Jun 13	24.57
1142332	Gregg, Susan	VITA GIS Analyst	Quantum Information Systems, Inc	Widner, Dan	\$75.00	08 Aug 11	74.43	30 Jun 13	24.57
1161701	Niemi, Chad J	VEC Network Architect 3/Chad Niemi	Global Computer Associates, Inc.	Thomas, Johnny	\$86.17	10 Aug 11	74.14	30 Jun 13	24.57
1153071	Jadav, Harshad	DMV Programmer Analyst 5 - Mobile Dev	Data Concepts, LLC	Sheldon, Charlie	\$85.00	25 Aug 11	72	28 Feb 13	7.14
1175391	Ravuri, Uma	DEQ Programmer 4 - Java- Uma Ravuri	Experis IT Services US, LLC	Crawford, Bob	\$70.77	26 Aug 11	71.86	23 Apr 13	14.86
1152211	Murphy, Julie	VDH Project Lead 1	Focused HR Solutions, LLC	Secor, Debbie	\$50.00	29 Aug 11	71.43	30 Jun 13	24.57
1171537	Garg, Sanjay K	VDOT ERP DBA 5 - Garg	Antara Global Visions, Inc.	Tauer, Pam	\$127.00	01 Sep 11	71	30 Jun 13	24.57
1187337	Krosuri, Hari K	ABC-Java Developer - Krosuri	Experis IT Services US, LLC	Friesen, Correne	\$71.25	26 Sep 11	67.43	31 Dec 13	50.86
1187617	Kollar, James M	DSS Programmer 5 - Kollar	Tech2 Business Solutions	Endicott, Marsha	\$84.00	27 Sep 11	67.29	30 Jun 13	24.57
1187616	Yang, Xiaomin	DSS Programmer 5 - Yang	Tech2 Business Solutions	Endicott, Marsha	\$84.00	27 Sep 11	67.29	30 Jun 13	24.57
1193667	Spear, Harry	DMV Enterprise Architect - Spear	CODE X, INC.	Ely, Matt	\$101.00	30 Sep 11	66.86	30 Sep 13	37.71
1171803	Dodla, VenkateshRao	DEQ Programmer 4 - FileNet	iConnect Group dba ICG Services LLC	Crawford, Bob	\$74.32	03 Oct 11	66.43	01 Mar 13	7.29
1192917	Ebel, Linda	DMV ERP Analyst 4 - Ebel	Udig Technologies, LLC	Peters, Jennifer	\$80.00	03 Oct 11	66.43	30 Sep 13	37.71
1184984	Parrish, Ronald E	DOE Software Test Analyst 5	Pinpoint IT Services, LLC	Bryant, Matt	\$76.56	03 Oct 11	66.43	30 Jun 13	24.57
1183392	Samineni, Raghu	ABC-Java Developer	iBusiness Solution, LLC	Friesen, Correne	\$68.25	11 Oct 11	65.29	30 Jun 13	24.57
1201175	Skinker, Judson	VSU Biz Continuity Planner - JSkinker	BRANCORE TECHNOLOGIES, LLC	Hayes, Stephanie	\$80.00	17 Oct 11	64.43	31 Mar 13	11.57
1202413	Harman, Terri	SBE Business Analyst 5 - Harman	Macon IT	Davis, Matthew	\$78.00	18 Oct 11	64.29	10 May 13	17.29
1192103	Jaffe, Brian M	DOLI System Administrator 3 - Jaffe	EIDEN SYSTEMS CORPORATION	Childress, Christine	\$55.63	19 Oct 11	64.14	31 Mar 13	11.57

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1205774	Foster, Kate	VDOT Sharepoint Program Manager - Foster	Impact Makers, Inc.	Nahm, John	\$125.98	31 Oct 11	62.43	30 Jun 13	24.57
1194011	Kutz, Jim	VSP Project Manager VIMS	Data Concepts, LLC	Shepherd, Elaine	\$77.25	31 Oct 11	62.43	30 Aug 13	33.29
1202146	Kandel, Suman	VDOT Programmer Analyst 5	TIMMONS GROUP	Nahm, John	\$76.00	14 Nov 11	60.43	30 Jun 13	24.57
1219561	Kolla, Balakrishna	VDH Programmer 5 - Kolla	AIZ Consulting, Inc.	Robinson, Erin	\$89.55	21 Nov 11	59.43	30 Jun 13	24.57
1210401	Foscarini, Rodrigo	VDH Programmer 5 - Oracle	Alfa GL Inc	Robinson, Erin	\$78.46	28 Nov 11	58.43	30 Jun 13	24.57
1203677	Jeric, Alan G	SCC Programmer Analyst 4 - Senior C#	J Systems, Inc.	Moseley, Angela B	\$81.42	28 Nov 11	58.43	30 Jun 13	24.57
1203000	Phan, Phu D	DMV Programmer Analyst 4 - Phan	Global Computer Associates, Inc.	Leahy, David	\$80.00	28 Nov 11	58.43	16 Oct 13	40
1214002	Ramana, Venkata	ABC-Java Developer	Experis IT Services US, LLC	Friesen, Correne	\$68.25	30 Nov 11	58.14	30 Jun 13	24.57
1222475	Mohammed, Azmathulla	DMV ERP Developer 3	ATLANTIC RESOURCE GROUP	Ely, Matt	\$80.00	02 Dec 11	57.86	30 Sep 13	37.71
1205400	Reddy, Manju	VSP - Senior Java Consultant	Data Concepts, LLC	Shepherd, Elaine	\$85.00	05 Dec 11	57.43	30 Aug 13	33.29
1223677	Shushan, Michael	ABC-Java Web Application UI Designer	Macon IT	Friesen, Correne	\$68.25	27 Dec 11	54.29	30 Apr 13	15.86
1214542	Thankaswamy, Kavin	VITA Programmer Analyst 5	Daybreak IT Solutions	Rohatgi, Ajay	\$90.00	27 Dec 11	54.29	30 Jun 13	24.57
1252469	Chava, Sita	DSS Programmer Analyst 4 - Chava	Data Concepts, LLC	Endicott, Marsha	\$80.00	01 Jan 12	53.57	30 Jun 13	24.57
1253986	Singh, Harpreet	DSS Programmer Analyst 4 - Singh	Intellisoft Solutions LLC	Endicott, Marsha	\$76.00	01 Jan 12	53.57	30 Jun 13	24.57
1234420	Thompson, Derek G	VDOT Business Analyst 5 - Thompson	Melachot Consulting, LLC	Nahm, John	\$79.16	01 Jan 12	53.57	30 Jun 13	24.57
1222392	Chandler, Jermaine	SCC Technical Support 2	Macon IT	Stamatelos, Jim	\$52.97	03 Jan 12	53.29	30 Jun 13	24.57
1240152	Cohen, Janet L	DSS Business Analyst 5 - Cohen	Tech2 Business Solutions	Endicott, Marsha	\$84.00	03 Jan 12	53.29	30 Jun 13	24.57
1223242	Malli, Robert J	GMU Programmer Analyst 3	22nd Century Technologies Inc.	Robinson, David	\$72.03	03 Jan 12	53.29	25 Apr 13	15.14
1218864	Mensah, Anthony	DEQ System Analyst 3	Focused HR Solutions, LLC	Ward, Herbert R	\$60.10	03 Jan 12	53.29	19 Jul 13	27.29
1241263	Rudolph, Marco	VDOT Programmer Analyst 4 - Rudolph	CODE X, INC.	Nahm, John	\$76.39	03 Jan 12	53.29	30 Jun 13	24.57
1250398	Parekh, Nirmal	VSP - Senior Java Developer - Parekh	Data Concepts, LLC	Shepherd, Elaine	\$85.00	10 Jan 12	52.29	31 Aug 13	33.43

## Expense Summary Sample Report

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This sample report appears below.

# ■ Expense Summary - by Approved Date

Refreshed: Friday, January 11, 2013 10:53:58 AM

Exp Approved Date: 1/1/2012 12:00:00 AM - 12/31/2012 12:00:00 AM

Manager(s): All Managers

Vendor(s): All Vendors

			Time to Submit (items)				Time to Vendor Accept (items)		Time to Client Approve (items)	
Total Expenses:	\$19,821		0-10 days	82	40%	<div></div>	0-2 days		0-2 days	
Report Cnt / Avg:	36	\$551	11-30 days	46	22%	<div></div>	3-5 days		3-5 days	
Item Cnt / Avg:	207	\$96	31-60 days	23	11%	<div></div>	6-10 days		6-10 days	
			> 60 days	56	27%	<div></div>	> 10 days		> 10 days	

Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
177905	DMV Select rollout 11/2012	1076922	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	06 Nov 12	Mileage	\$76.82	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076923	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	06 Nov 12	Meals	\$110.00	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076924	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	13 Nov 12	Mileage	\$195.89	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076925	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	13 Nov 12	Meals	\$118.00	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076926	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	26 Nov 12	Mileage	\$57.82	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076927	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	26 Nov 12	Meals	\$110.00	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076928	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	29 Nov 12	Mileage	\$69.96	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076929	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	29 Nov 12	Meals	\$80.00	03 Dec 12		09 Dec 12
177905	DMV Select rollout 11/2012	1076930	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	26 Nov 12	Lodging	\$162.41	03 Dec 12		09 Dec 12
177908	Prepaid hotel expenses from Nov 2012	1076943	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	06 Nov 12	Lodging	\$195.11	03 Dec 12		09 Dec 12
177908	Prepaid hotel expenses from Nov 2012	1076944	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	13 Nov 12	Lodging	\$257.58	03 Dec 12		09 Dec 12
177908	Prepaid hotel expenses from Nov 2012	1076945	Fletcher, Gregory	Farnsworth, Michael	ASTYRA CORPORATION	29 Nov 12	Lodging	\$89.40	03 Dec 12		09 Dec 12

# ■ Expense Summary - by Approved Date

Refreshed: Friday, January 11, 2013 10:53:58 AM

Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
177268	Travel	1072121	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	06 Nov 12	Lodging	\$140.61	06 Dec 12		09 Dec 12
177268	Travel	1072122	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	07 Nov 12	Lodging	\$88.01	06 Dec 12		09 Dec 12
177268	Travel	1072123	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	08 Nov 12	Lodging	\$88.01	06 Dec 12		09 Dec 12
177268	Travel	1072124	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	13 Nov 12	Lodging	\$87.01	06 Dec 12		09 Dec 12
177268	Travel	1072125	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	27 Nov 12	Lodging	\$101.57	06 Dec 12		09 Dec 12
177268	Travel	1078574	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	16 Nov 12	Mileage	\$49.94	06 Dec 12		09 Dec 12
177268	Travel	1078575	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	30 Nov 12	Mileage	\$63.47	06 Dec 12		09 Dec 12
179874	Week of Dec. 12th	1091386	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	12 Dec 12	Meals	\$38.25	19 Dec 12		19 Dec 12
179874	Week of Dec. 12th	1091387	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	13 Dec 12	Meals	\$51.00	19 Dec 12		19 Dec 12
179874	Week of Dec. 12th	1091388	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	14 Dec 12	Meals	\$38.25	19 Dec 12		19 Dec 12
179874	Week of Dec. 12th	1091389	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	14 Dec 12	Mileage	\$63.47	19 Dec 12		19 Dec 12
179874	Week of Dec. 12th	1091390	Owen, Thomas	Farnsworth, Michael	ASTYRA CORPORATION	14 Dec 12	Lodging	\$178.80	19 Dec 12		19 Dec 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019410	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	26 Jul 12	Meals	\$5.55	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019411	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Meals	\$7.64	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019412	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	26 Jun 12	Meals	\$7.43	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019413	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	23 Jul 12	Meals	\$18.27	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019414	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	25 Sep 12	Meals	\$8.09	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019415	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	27 Jul 12	Lodging	\$435.05	26 Sep 12		30 Nov 12

# ■ Expense Summary - by Approved Date

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
169537	Thomas Busillo Expenses 7-23 to 7-27	1019416	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	27 Jul 12	Mileage	\$125.46	26 Sep 12		30 Nov 12
169537	Thomas Busillo Expenses 7-23 to 7-27	1019417	Busillo, Thomas M	Hayes, Stephanie	Miria Systems Inc	22 Jul 12	Mileage	\$65.77	26 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019953	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	21 Jul 12	Fuel	\$59.10	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019954	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	22 Jul 12	Parking and Tolls	\$7.00	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019955	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	22 Jul 12	Lodging	\$87.01	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019956	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	23 Jul 12	Lodging	\$87.01	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019957	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	23 Jul 12	Meals	\$11.86	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019958	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Lodging	\$87.01	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019959	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Meals	\$10.47	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019960	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Meals	\$31.40	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019961	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	25 Jul 12	Lodging	\$87.01	27 Sep 12		30 Nov 12

# ■ Expense Summary - by Approved Date

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019962	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	25 Jul 12	Meals	\$7.02	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019963	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	25 Jul 12	Fuel	\$15.10	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019964	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	25 Jul 12	Parking and Tolls	\$13.00	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019965	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	26 Jul 12	Fuel	\$8.01	27 Sep 12		30 Nov 12
169671	Keith Guzma's VSU Expenses 7/21/12 through 7/26/12	1019966	Guzma, Keith M	Hayes, Stephanie	Miria Systems Inc	26 Jul 12	Car Rental	\$229.47	27 Sep 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035340	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	08 Oct 12	Travel	\$191.00	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035341	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	12 Oct 12	Car Rental	\$190.43	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035342	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	12 Oct 12	Lodging	\$537.88	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035343	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	12 Oct 12	Parking and Tolls	\$131.00	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035344	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	08 Oct 12	Meals	\$12.00	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035345	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	09 Oct 12	Meals	\$23.00	15 Oct 12		30 Nov 12
171968	Onsite Visit 10/8-10/12/2012	1035346	Mansky, Arthur	Hayes, Stephanie	Miria Systems Inc	11 Oct 12	Meals	\$12.85	15 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032536	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	22 Jul 12	Mileage	\$131.54	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032556	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	23 Jul 12	Mileage	\$21.09	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032557	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Mileage	\$33.30	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032558	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	25 Jul 12	Mileage	\$33.30	11 Oct 12		30 Nov 12

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
171555	Miria, Tom Sabatini, July 2012	1032559	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	26 Jul 12	Mileage	\$33.30	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032560	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	27 Jul 12	Mileage	\$155.40	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032561	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	22 Jul 12	Misc.	\$26.27	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032562	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	24 Jul 12	Meals	\$9.01	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032563	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	26 Jul 12	Meals	\$8.49	11 Oct 12		30 Nov 12
171555	Miria, Tom Sabatini, July 2012	1032564	Sabatini, Thomas	Hayes, Stephanie	Miria Systems Inc	27 Jul 12	Meals	\$12.16	11 Oct 12		30 Nov 12
153850	Bowling Green(Kareem Haamid)	888001	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	09 May 12	Mileage	\$34.41	07 Jun 12		27 Jun 12
153853	Williamsburg Refresh	888020	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	05 Jun 12	Lodging	\$107.60	07 Jun 12		27 Jun 12
153853	Williamsburg Refresh	919840	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	04 Jun 12	Mileage	\$62.44	27 Jun 12		27 Jun 12
153853	Williamsburg Refresh	919841	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	05 Jun 12	Mileage	\$62.44	27 Jun 12		27 Jun 12
156406	BFI - Roanoke	911859	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	15 Jun 12	Lodging	\$322.56	22 Jun 12		27 Jun 12
156406	BFI - Roanoke	911860	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	15 Jun 12	Meals	\$182.00	22 Jun 12		27 Jun 12
156406	BFI - Roanoke	911861	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	15 Jun 12	Mileage	\$249.76	22 Jun 12		27 Jun 12
156409	BFI - Williamsburg Per Diem	911875	Whitehead, Chris	Jackson, Amy	Smart Resources, Inc.	22 Jun 12	Meals	\$80.00	22 Jun 12		27 Jun 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008452	Graham, Kathleen	Kuppich, Nancy	Macon IT	27 Aug 12	Car Rental	\$80.48	13 Sep 12		14 Sep 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008453	Graham, Kathleen	Kuppich, Nancy	Macon IT	27 Aug 12	Fuel	\$33.00	13 Sep 12		14 Sep 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008454	Graham, Kathleen	Kuppich, Nancy	Macon IT	27 Aug 12	Lodging	\$87.10	13 Sep 12		14 Sep 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008455	Graham, Kathleen	Kuppich, Nancy	Macon IT	27 Aug 12	Meals	\$32.00	13 Sep 12		14 Sep 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008456	Graham, Kathleen	Kuppich, Nancy	Macon IT	27 Aug 12	Misc.	\$5.00	13 Sep 12		14 Sep 12

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Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008457	Graham, Kathleen	Kuppich, Nancy	Macon IT	28 Aug 12	Fuel	\$47.40	13 Sep 12		14 Sep 12
168054	Workforce One Stop - Travel to WIB Area 1 - Train	1008458	Graham, Kathleen	Kuppich, Nancy	Macon IT	28 Aug 12	Meals	\$32.00	13 Sep 12		14 Sep 12
166442	VHDA Expenses 6/24 to 6/29/12	996013	Evans, Traci	Layman, Barbara	CIBER, Inc.	18 Jun 12	Airfare	\$936.59	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996014	Evans, Traci	Layman, Barbara	CIBER, Inc.	25 Jun 12	Taxi	\$30.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996015	Evans, Traci	Layman, Barbara	CIBER, Inc.	25 Jun 12	Meals	\$53.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996016	Evans, Traci	Layman, Barbara	CIBER, Inc.	26 Jun 12	Meals	\$66.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996017	Evans, Traci	Layman, Barbara	CIBER, Inc.	27 Jun 12	Meals	\$66.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996018	Evans, Traci	Layman, Barbara	CIBER, Inc.	28 Jun 12	Meals	\$66.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996019	Evans, Traci	Layman, Barbara	CIBER, Inc.	29 Jun 12	Meals	\$66.00	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996020	Evans, Traci	Layman, Barbara	CIBER, Inc.	29 Jun 12	Fuel	\$26.63	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996021	Evans, Traci	Layman, Barbara	CIBER, Inc.	29 Jun 12	Lodging	\$311.88	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996022	Evans, Traci	Layman, Barbara	CIBER, Inc.	29 Jun 12	Car Rental	\$230.25	29 Aug 12		05 Dec 12
166442	VHDA Expenses 6/24 to 6/29/12	996023	Evans, Traci	Layman, Barbara	CIBER, Inc.	29 Jun 12	Taxi	\$32.00	29 Aug 12		05 Dec 12
166988	VHDA 06/25/12	1000951	Hord, Allison	Layman, Barbara	CIBER, Inc.	25 Jun 12	Airfare	\$795.10	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000952	Hord, Allison	Layman, Barbara	CIBER, Inc.	25 Jun 12	Parking and Tolls	\$73.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000953	Hord, Allison	Layman, Barbara	CIBER, Inc.	25 Jun 12	Taxi	\$70.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000954	Hord, Allison	Layman, Barbara	CIBER, Inc.	25 Jun 12	Mileage	\$32.19	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000971	Hord, Allison	Layman, Barbara	CIBER, Inc.	25 Jun 12	Meals	\$33.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000972	Hord, Allison	Layman, Barbara	CIBER, Inc.	26 Jun 12	Meals	\$66.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000973	Hord, Allison	Layman, Barbara	CIBER, Inc.	27 Jun 12	Meals	\$66.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000974	Hord, Allison	Layman, Barbara	CIBER, Inc.	28 Jun 12	Meals	\$66.00	04 Sep 12		05 Dec 12
166988	VHDA 06/25/12	1000975	Hord, Allison	Layman, Barbara	CIBER, Inc.	29 Jun 12	Meals	\$66.00	04 Sep 12		05 Dec 12

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
166988	VHDA 06/25/12	1000976	Hord, Allison	Layman, Barbara	CIBER, Inc.	29 Jun 12	Lodging	\$311.88	04 Sep 12		05 Dec 12
157770	Onsite 3 day meeting in DC with CCIIO	925109	Wirth, Mike	Mix, David	Udig Technologies, LLC	20 May 12	Meals	\$50.00	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925110	Wirth, Mike	Mix, David	Udig Technologies, LLC	20 May 12	Lodging	\$256.48	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925111	Wirth, Mike	Mix, David	Udig Technologies, LLC	21 May 12	Lodging	\$256.48	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925112	Wirth, Mike	Mix, David	Udig Technologies, LLC	22 May 12	Lodging	\$256.48	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925113	Wirth, Mike	Mix, David	Udig Technologies, LLC	23 May 12	Parking and Tolls	\$16.00	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925114	Wirth, Mike	Mix, David	Udig Technologies, LLC	20 May 12	Rail Fare	\$64.00	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925115	Wirth, Mike	Mix, David	Udig Technologies, LLC	20 May 12	Taxi	\$17.50	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925116	Wirth, Mike	Mix, David	Udig Technologies, LLC	23 May 12	Taxi	\$18.00	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925117	Wirth, Mike	Mix, David	Udig Technologies, LLC	20 May 12	Meals	\$6.18	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925118	Wirth, Mike	Mix, David	Udig Technologies, LLC	21 May 12	Meals	\$6.81	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925119	Wirth, Mike	Mix, David	Udig Technologies, LLC	22 May 12	Meals	\$6.81	02 Jul 12		09 Jul 12
157770	Onsite 3 day meeting in DC with CCIIO	925120	Wirth, Mike	Mix, David	Udig Technologies, LLC	23 May 12	Meals	\$4.61	02 Jul 12		09 Jul 12
157773	Onsite meeting in San Francisco - review UX2014 in	925136	Wirth, Mike	Mix, David	Udig Technologies, LLC	07 Jun 12	Lodging	\$251.18	02 Jul 12		09 Jul 12

# ■ Expense Summary - by Approved Date

Refreshed: Friday, January 11, 2013 10:53:58 AM

Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
157773	Onsite meeting in San Francisco - review UX2014 in	925137	Wirth, Mike	Mix, David	Udig Technologies, LLC	07 Jun 12	Airfare	\$484.20	02 Jul 12		09 Jul 12
157773	Onsite meeting in San Francisco - review UX2014 in	925138	Wirth, Mike	Mix, David	Udig Technologies, LLC	07 Jun 12	Rail Fare	\$20.00	02 Jul 12		09 Jul 12
157773	Onsite meeting in San Francisco - review UX2014 in	925139	Wirth, Mike	Mix, David	Udig Technologies, LLC	07 Jun 12	Meals	\$8.59	02 Jul 12		09 Jul 12
157773	Onsite meeting in San Francisco - review UX2014 in	925140	Wirth, Mike	Mix, David	Udig Technologies, LLC	08 Jun 12	Parking and Tolls	\$36.00	02 Jul 12		09 Jul 12
157773	Onsite meeting in San Francisco - review UX2014 in	925141	Wirth, Mike	Mix, David	Udig Technologies, LLC	08 Jun 12	Mileage	\$59.40	02 Jul 12		09 Jul 12
157774	SOC Meeting in Baltimore	925156	Wirth, Mike	Mix, David	Udig Technologies, LLC	18 Jun 12	Parking and Tolls	\$72.00	02 Jul 12		09 Jul 12
157774	SOC Meeting in Baltimore	925157	Wirth, Mike	Mix, David	Udig Technologies, LLC	18 Jun 12	Lodging	\$516.30	02 Jul 12		09 Jul 12
157774	SOC Meeting in Baltimore	925158	Wirth, Mike	Mix, David	Udig Technologies, LLC	18 Jun 12	Mileage	\$174.00	02 Jul 12		09 Jul 12
157774	SOC Meeting in Baltimore	925159	Wirth, Mike	Mix, David	Udig Technologies, LLC	19 Jun 12	Meals	\$9.50	02 Jul 12		09 Jul 12
168377	Sept 2012 Meeting with CTO from the VA	1010975	Wirth, Mike	Mix, David	Udig Technologies, LLC	12 Sep 12	Rail Fare	\$77.00	17 Sep 12		24 Sep 12
168377	Sept 2012 Meeting with CTO from the VA	1010976	Wirth, Mike	Mix, David	Udig Technologies, LLC	12 Sep 12	Travel	\$10.00	17 Sep 12		24 Sep 12
168377	Sept 2012 Meeting with CTO from the VA	1010977	Wirth, Mike	Mix, David	Udig Technologies, LLC	12 Sep 12	Parking and Tolls	\$5.00	17 Sep 12		24 Sep 12
168377	Sept 2012 Meeting with CTO from the VA	1010978	Wirth, Mike	Mix, David	Udig Technologies, LLC	12 Sep 12	Meals	\$4.25	17 Sep 12		24 Sep 12
175951	Mike Wirth Nov Expenses	1063994	Wirth, Mike	Mix, David	Udig Technologies, LLC	08 Nov 12	Lodging	\$608.04	19 Nov 12		26 Nov 12
175951	Mike Wirth Nov Expenses	1063995	Wirth, Mike	Mix, David	Udig Technologies, LLC	06 Nov 12	Meals	\$15.41	19 Nov 12		26 Nov 12
175951	Mike Wirth Nov Expenses	1063996	Wirth, Mike	Mix, David	Udig Technologies, LLC	04 Nov 12	Mileage	\$63.00	19 Nov 12		26 Nov 12

# ■ Expense Summary - by Approved Date

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
175951	Mike Wirth Nov Expenses	1063997	Wirth, Mike	Mix, David	Udig Technologies, LLC	07 Nov 12	Mileage	\$138.00	19 Nov 12		26 Nov 12
175951	Mike Wirth Nov Expenses	1063998	Wirth, Mike	Mix, David	Udig Technologies, LLC	05 Nov 12	Meals	\$8.02	19 Nov 12		26 Nov 12
175951	Mike Wirth Nov Expenses	1063999	Wirth, Mike	Mix, David	Udig Technologies, LLC	06 Nov 12	Meals	\$7.49	19 Nov 12		26 Nov 12
175951	Mike Wirth Nov Expenses	1090666	Wirth, Mike	Mix, David	Udig Technologies, LLC	08 Nov 12	Mileage	\$63.00	18 Dec 12		18 Dec 12
159810	G&O Consulting LLC STATS-DC Conference	942278	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	11 Jul 12	Misc.	\$17.97	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942279	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	11 Jul 12	Lodging	\$169.00	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942280	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	11 Jul 12	Lodging	\$24.51	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942281	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	11 Jul 12	Parking and Tolls	\$45.00	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942282	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	12 Jul 12	Misc.	\$17.97	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942283	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	12 Jul 12	Lodging	\$169.00	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942284	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	12 Jul 12	Lodging	\$24.51	16 Jul 12		10 Aug 12
159810	G&O Consulting LLC STATS-DC Conference	942285	Goldschmidt, Willie R	Rohatgi, Ajay	G&O Consulting LLC	12 Jul 12	Parking and Tolls	\$45.00	16 Jul 12		10 Aug 12
141790	Week Ending March 24	767496	Oliver, Nicole	Rohatgi, Ajay	Macon IT	19 Mar 12	Travel	\$36.00	27 Mar 12		02 Apr 12
141790	Week Ending March 24	767499	Oliver, Nicole	Rohatgi, Ajay	Macon IT	20 Mar 12	Travel	\$36.00	27 Mar 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777748	Oliver, Nicole	Rohatgi, Ajay	Macon IT	26 Mar 12	Travel	\$36.00	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777749	Oliver, Nicole	Rohatgi, Ajay	Macon IT	27 Mar 12	Travel	\$45.00	02 Apr 12		02 Apr 12

# ■ Expense Summary - by Approved Date

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
142817	VLDS Blacksburg - Week Ending 3-31-12	777750	Oliver, Nicole	Rohatgi, Ajay	Macon IT	28 Mar 12	Travel	\$36.00	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777751	Oliver, Nicole	Rohatgi, Ajay	Macon IT	26 Mar 12	Fuel	\$46.01	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777752	Oliver, Nicole	Rohatgi, Ajay	Macon IT	28 Mar 12	Fuel	\$15.70	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777753	Oliver, Nicole	Rohatgi, Ajay	Macon IT	28 Mar 12	Fuel	\$7.92	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777754	Oliver, Nicole	Rohatgi, Ajay	Macon IT	26 Mar 12	Lodging	\$99.75	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777755	Oliver, Nicole	Rohatgi, Ajay	Macon IT	27 Mar 12	Lodging	\$99.75	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777756	Oliver, Nicole	Rohatgi, Ajay	Macon IT	26 Mar 12	Parking and Tolls	\$3.00	02 Apr 12		02 Apr 12
142817	VLDS Blacksburg - Week Ending 3-31-12	777757	Oliver, Nicole	Rohatgi, Ajay	Macon IT	27 Mar 12	Parking and Tolls	\$3.00	02 Apr 12		02 Apr 12
143769	VITA w/e/4/7/2012	787461	Oliver, Nicole	Rohatgi, Ajay	Macon IT	02 Apr 12	Travel	\$36.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787462	Oliver, Nicole	Rohatgi, Ajay	Macon IT	03 Apr 12	Travel	\$45.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787463	Oliver, Nicole	Rohatgi, Ajay	Macon IT	04 Apr 12	Travel	\$36.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787464	Oliver, Nicole	Rohatgi, Ajay	Macon IT	02 Apr 12	Lodging	\$95.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787465	Oliver, Nicole	Rohatgi, Ajay	Macon IT	03 Apr 12	Lodging	\$95.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787466	Oliver, Nicole	Rohatgi, Ajay	Macon IT	02 Apr 12	Lodging	\$4.75	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787467	Oliver, Nicole	Rohatgi, Ajay	Macon IT	03 Apr 12	Lodging	\$4.75	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787468	Oliver, Nicole	Rohatgi, Ajay	Macon IT	02 Apr 12	Parking and Tolls	\$3.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787469	Oliver, Nicole	Rohatgi, Ajay	Macon IT	03 Apr 12	Parking and Tolls	\$3.00	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787470	Oliver, Nicole	Rohatgi, Ajay	Macon IT	04 Apr 12	Fuel	\$37.97	09 Apr 12		16 Apr 12
143769	VITA w/e/4/7/2012	787471	Oliver, Nicole	Rohatgi, Ajay	Macon IT	04 Apr 12	Fuel	\$17.96	09 Apr 12		16 Apr 12
146235	NicoleOliver_4-21-2012	812040	Oliver, Nicole	Rohatgi, Ajay	Macon IT	16 Apr 12	Travel	\$36.00	23 Apr 12		25 Apr 12

# ■ Expense Summary - by Approved Date

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Sort Order: Manager, Candidate, Report ID

Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
146235	NicoleOliver_4-21-2012	812041	Oliver, Nicole	Rohatgi, Ajay	Macon IT	17 Apr 12	Travel	\$45.00	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812042	Oliver, Nicole	Rohatgi, Ajay	Macon IT	18 Apr 12	Travel	\$36.00	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812043	Oliver, Nicole	Rohatgi, Ajay	Macon IT	16 Apr 12	Lodging	\$90.00	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812044	Oliver, Nicole	Rohatgi, Ajay	Macon IT	16 Apr 12	Lodging	\$10.80	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812045	Oliver, Nicole	Rohatgi, Ajay	Macon IT	17 Apr 12	Lodging	\$90.00	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812046	Oliver, Nicole	Rohatgi, Ajay	Macon IT	17 Apr 12	Lodging	\$10.80	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812047	Oliver, Nicole	Rohatgi, Ajay	Macon IT	18 Apr 12	Fuel	\$23.75	23 Apr 12		25 Apr 12
146235	NicoleOliver_4-21-2012	812048	Oliver, Nicole	Rohatgi, Ajay	Macon IT	18 Apr 12	Fuel	\$34.80	23 Apr 12		25 Apr 12
168013	WFOS - Aug 27-28	1008209	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	27 Aug 12	Lodging	\$87.10	12 Sep 12		14 Sep 12
168013	WFOS - Aug 27-28	1008210	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	27 Aug 12	Meals	\$32.00	12 Sep 12		14 Sep 12
168013	WFOS - Aug 27-28	1008211	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	27 Aug 12	Misc.	\$5.00	12 Sep 12		14 Sep 12
168013	WFOS - Aug 27-28	1008212	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	28 Aug 12	Meals	\$32.00	12 Sep 12		14 Sep 12
169204	Danville & Martinsville WFOS User Training	1017318	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	19 Sep 12	Lodging	\$85.47	24 Sep 12		30 Sep 12
169204	Danville & Martinsville WFOS User Training	1017319	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	19 Sep 12	Meals	\$32.00	24 Sep 12		30 Sep 12
169204	Danville & Martinsville WFOS User Training	1017320	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	19 Sep 12	Misc.	\$5.00	24 Sep 12		30 Sep 12
169204	Danville & Martinsville WFOS User Training	1017321	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	20 Sep 12	Meals	\$32.00	24 Sep 12		30 Sep 12
169204	Danville & Martinsville WFOS User Training	1031074	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	19 Oct 12	Mileage	\$84.41	09 Oct 12		16 Oct 12
171291	Danville WFOS Support	1031067	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	01 Oct 12	Meals	\$32.00	09 Oct 12		16 Oct 12

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Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
171291	Danville WFOS Support	1031068	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	01 Oct 12	Mileage	\$63.22	09 Oct 12		16 Oct 12
177987	Nov 28 - WFOS Culpeper	1077498	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	28 Nov 12	Car Rental	\$102.65	04 Dec 12		27 Dec 12
177987	Nov 28 - WFOS Culpeper	1077499	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	28 Nov 12	Fuel	\$112.67	04 Dec 12		27 Dec 12
177987	Nov 28 - WFOS Culpeper	1077500	Wilkinson, Chrystal	Rohatgi, Ajay	Macon IT	28 Nov 12	Meals	\$32.00	04 Dec 12		27 Dec 12
161531	VA Broadband Mapping Team Meeting June 12	955977	Dunbar, Jared	Widner, Dan	TIMMONS GROUP	12 Jun 12	Mileage	\$261.96	25 Jul 12		30 Jul 12
163988	VA GIS Convergence (VAMLIS) Registration Fee	975355	Dunbar, Jared	Widner, Dan	TIMMONS GROUP	07 Aug 12	Misc.	\$30.00	10 Aug 12		20 Aug 12
168182	2012 VAMLIS VA GIS Conference	1009150	Dunbar, Jared	Widner, Dan	TIMMONS GROUP	10 Sep 12	Mileage	\$101.00	14 Sep 12		17 Sep 12
152757	MAB Meeting Jan 2012	877517	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	10 Jan 12	Lodging	\$110.58	31 May 12		04 Jun 12
152757	MAB Meeting Jan 2012	877518	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	10 Jan 12	Meals	\$47.00	31 May 12		04 Jun 12
152757	MAB Meeting Jan 2012	877519	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	11 Jan 12	Meals	\$32.00	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877562	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	11 Apr 12	Misc.	\$695.00	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877563	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	24 Apr 12	Airfare	\$865.80	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877564	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	27 Apr 12	Lodging	\$339.00	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877565	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	24 Apr 12	Taxi	\$30.55	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877566	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	27 Apr 12	Taxi	\$30.55	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877567	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	27 Mar 12	Parking and Tolls	\$28.00	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877568	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	24 Apr 12	Meals	\$47.50	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877569	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	25 Apr 12	Meals	\$47.50	31 May 12		04 Jun 12
152761	BB Summit Conference 2012	877570	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	26 Apr 12	Meals	\$71.00	31 May 12		04 Jun 12

## ■ Expense Summary - by Approved Date

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Exp Rpt ID	Rpt Name	Exp Item ID	Candidate Name	Manager	Vendor Name	Item Date	Type	Amount	Submit Date	Vendor Accept	Client Appr
152761	BB Summit Conference 2012	877571	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	27 Apr 12	Meals	\$71.00	31 May 12		04 Jun 12
158847	Map Team Meeting July 2012 Blacksburg	933529	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	11 Jun 12	Lodging	\$89.60	09 Jul 12		23 Jul 12
158847	Map Team Meeting July 2012 Blacksburg	933530	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	11 Jun 12	Mileage	\$272.34	09 Jul 12		23 Jul 12
158847	Map Team Meeting July 2012 Blacksburg	933531	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	11 Jun 12	Meals	\$63.00	09 Jul 12		23 Jul 12
170659	VAMLIS Virginia GIS Conference 2012	1026420	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	10 Sep 12	Misc.	\$30.00	05 Oct 12		09 Oct 12
170659	VAMLIS Virginia GIS Conference 2012	1026421	Gregg, Susan	Widner, Dan	Quantum Information Systems, Inc	10 Sep 12	Mileage	\$128.72	05 Oct 12		09 Oct 12

# Trending Report Sample Report

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This sample report appears below.

## ITCL Dashboard

For 1/1/2012 12:00:00 AM thru 12/31/12

### SPEND

Total Spend	\$53,839,496.11
Staff Aug Spend	\$42,748,385.20
SOW Spend	\$11,091,110.91

Top 5 Agencies in Staff Aug Spend	
Agency	Spend
VDOT	\$12,774,967.66
VITA	\$4,524,989.47
DSS	\$3,773,823.09
DMV	\$3,479,066.96
VDH	\$3,461,125.05

Top 5 Vendors in Staff Aug Spend	
Agency	Spend
Data Concepts, LLC	\$2,324,144.94
Macon IT	\$2,195,764.61
Tech2 Business Solutions	\$2,053,037.09
CapTech Ventures, Inc.	\$1,586,938.18
Global Computer Associates, Inc.	\$1,217,282.29

Top 5 Agencies in SOW Spend	
Agency	Spend
VDOT	\$6,680,718.04
DMAS	\$877,148.81
DHCD	\$564,750.00
DBHDS	\$546,560.00
VSP	\$371,639.83

Top 5 Vendors in SOW Spend	
Agency	Spend
The North Highland Company	\$2,587,130.04
WorldView Solutions, Inc.	\$1,095,062.03
CapTech Ventures, Inc.	\$1,029,961.53
CACI, INC.	\$870,603.11
Transcend Spatial Solutions, LLC	\$833,711.40

## Purchasing Sample Reports

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The following sample reports appear below:

- Weekly PO Audit by Line Item
- PO Audit by Line Item

**PO Audit By Line Item - Report Run on 1/11/13**  
**Approved Timesheets Through 1/5/13**

Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed
ABC	EP649421-V5	L00003	263190	Dhanapal, Rajan	No longer engaged	8/31/2012	1352	\$68.25	\$92,274.00
						Total Hours Expended	1352	Total \$ Expended	\$92,274.00
		L00003				Total Hours for Line Item on PO	1790	Total \$ for Line Item on PO	\$122,167.50
						Hours Remaining	438	\$ Remaining	\$29,893.50
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed
		L00004	301543	Dhanapal, Rajan	Engaged	8/31/2013	664	\$75.00	\$49,800.00
						Total Hours Expended	664	Total \$ Expended	\$49,800.00
		L00004				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$156,000.00
						Hours Remaining	1416	\$ Remaining	\$106,200.00
	EP649421-V5								
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed
	EP916252	L00001	303402	Sinha, Shalini	Engaged	2/28/2013	368	\$68.25	\$25,116.00
						Total Hours Expended	368	Total \$ Expended	\$25,116.00
		L00001				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00
						Hours Remaining	672	\$ Remaining	\$45,864.00
	EP916252								
ABC									

[illegible][illegible][illegible]

PO Audit By Line Item - Report Run on 12/21/12

Approved Timesheets Through 12/15/12

Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
ABC	EP649421-V5	L00003	263190	Dhanapal, Rajan	No longer engaged	8/31/2012	1352	\$68.25	\$92,274.00	
						Total Hours Expended	1352	Total \$ Expended	\$92,274.00	
		L00003				Total Hours for Line Item on PO	1790	Total \$ for Line Item on PO	\$122,167.50	
						Hours Remaining	438	\$ Remaining	\$29,893.50	
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
		L00004	301543	Dhanapal, Rajan	Engaged	8/31/2013	576	\$75.00	\$43,200.00	
						Total Hours Expended	576	Total \$ Expended	\$43,200.00	
		L00004				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$156,000.00	
						Hours Remaining	1504	\$ Remaining	\$112,800.00	
	EP649421-V5									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP721599	L00004	256988	Shelton, Terry	Engaged	12/31/2012	346.75	\$61.21	\$21,224.57	
						Total Hours Expended	346.75	Total \$ Expended	\$21,224.57	
		L00004				Total Hours for Line Item on PO	560	Total \$ for Line Item on PO	\$34,277.60	
						Hours Remaining	213.25	\$ Remaining	\$13,053.03	
	EP721599									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP721600-V2	L00002	269595	Krosuri, Hari K	Engaged	12/31/2013	960	\$68.25	\$65,520.00	
						Total Hours Expended	960	Total \$ Expended	\$65,520.00	
		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	80	\$ Remaining	\$5,460.00	****
	EP721600-V2									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP734542	L00004	262914	Kumar, Sree	Engaged	12/31/2012	435	\$83.17	\$36,178.95	
						Total Hours Expended	435	Total \$ Expended	\$36,178.95	
		L00004				Total Hours for Line Item on PO	480	Total \$ for Line Item on PO	\$39,921.60	
						Hours Remaining	45	\$ Remaining	\$3,742.65	****
	EP734542									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP780185	L00002	269617	Ramana, Venkata	Engaged	12/31/2012	896	\$68.25	\$61,152.00	
						Total Hours Expended	896	Total \$ Expended	\$61,152.00	
		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	144	\$ Remaining	\$9,828.00	****
	EP780185									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP780186-V1	L00002	269443	Samineni, Raghu	Engaged	12/31/2012	896	\$68.25	\$61,152.00	
						Total Hours Expended	896	Total \$ Expended	\$61,152.00	

		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	144	\$ Remaining	\$9,828.00	****
	EP780186-V1									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP797226-V2	L00002	275859	Shushan, Michael	Engaged	4/30/2013	73.5	\$68.25	\$5,016.38	
						Total Hours Expended	73.5	Total \$ Expended	\$5,016.38	
		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	966.5	\$ Remaining	\$65,963.63	
	EP797226-V2									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP797227	L00001	275765	Dongara, Sreedha	No longer engaged	5/19/2012	628	\$68.25	\$42,861.00	
						Total Hours Expended	628	Total \$ Expended	\$42,861.00	
		L00001				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$141,960.00	
						Hours Remaining	1452	\$ Remaining	\$99,099.00	
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
		L00002	295363	Trent, Luke B	Engaged	5/31/2013	80	\$68.25	\$5,460.00	
						Total Hours Expended	80	Total \$ Expended	\$5,460.00	
		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	960	\$ Remaining	\$65,520.00	
	EP797227									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP832799	L00001	301840	Sonti, Laxmi	Engaged	3/14/2013	445	\$55.00	\$24,475.00	
						Total Hours Expended	445	Total \$ Expended	\$24,475.00	
		L00001				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$114,400.00	
						Hours Remaining	1635	\$ Remaining	\$89,925.00	
	EP832799									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP851585	L00001	287627	Kumar, Rathna	Engaged	3/15/2013	1296.25	\$68.25	\$88,469.06	
						Total Hours Expended	1296.25	Total \$ Expended	\$88,469.06	
		L00001				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$141,960.00	
						Hours Remaining	783.75	\$ Remaining	\$53,490.94	
	EP851585									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP853537	L00001	290031	Kodakanti, Rajend	Engaged	3/31/2013	1031	\$68.25	\$70,365.75	
			290212	Beck, Theresa	Engaged	3/31/2013	1059.25	\$68.25	\$72,293.81	
						Total Hours Expended	2090.25	Total \$ Expended	\$142,659.56	
		L00001				Total Hours for Line Item on PO	4160	Total \$ for Line Item on PO	\$283,920.00	
						Hours Remaining	2069.75	\$ Remaining	\$141,260.44	
	EP853537									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP863247	L00001	294612	Brothers, Catherine	Engaged	1/31/2013	992	\$86.29	\$85,599.68	
						Total Hours Expended	992	Total \$ Expended	\$85,599.68	

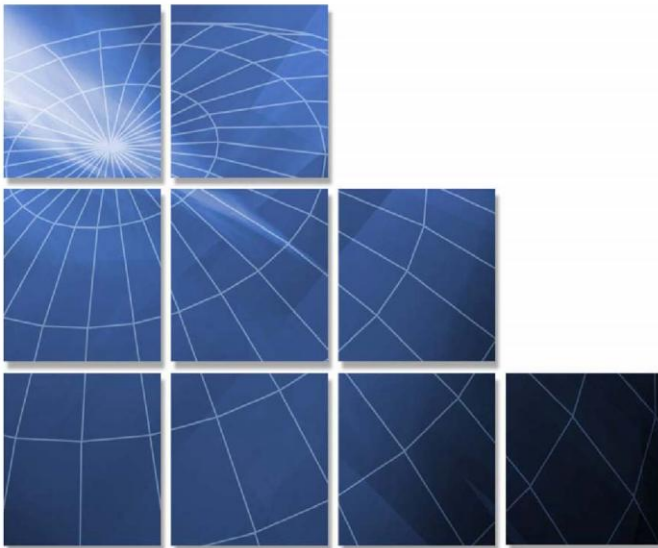
		L00001				Total Hours for Line Item on PO	1281	Total \$ for Line Item on PO	\$110,537.49	
						Hours Remaining	289	\$ Remaining	\$24,937.81	
	EP863247									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP886395	L00001	295560	Price, Deon	Engaged	6/14/2013	874.5	\$30.17	\$26,383.67	
						Total Hours Expended	874.5	Total \$ Expended	\$26,383.67	
		L00001				Total Hours for Line Item on PO	2080	Total \$ for Line Item on PO	\$62,753.60	
						Hours Remaining	1205.5	\$ Remaining	\$36,369.94	
	EP886395									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP916056	L00001	304630	Noonan, James H	Engaged	4/22/2013	219.25	\$43.56	\$9,550.53	
						Total Hours Expended	219.25	Total \$ Expended	\$9,550.53	
		L00001				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$45,302.40	
						Hours Remaining	820.75	\$ Remaining	\$35,751.87	
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
		L00002	304630	Rakestraw, Jon	No longer engaged	11/19/2012	148.5	\$43.56	\$6,468.66	
						Total Hours Expended	148.5	Total \$ Expended	\$6,468.66	
		L00002				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$45,302.40	
						Hours Remaining	891.5	\$ Remaining	\$38,833.74	
	EP916056									
Agency	PO Number	Line Item	Req ID	Candidate	Candidate Status	Engt End Date	TS Hours	Bill Rate	Billed	
	EP916252	L00001	303402	Sinha, Shalini	Engaged	2/28/2013	288	\$68.25	\$19,656.00	
						Total Hours Expended	288	Total \$ Expended	\$19,656.00	
		L00001				Total Hours for Line Item on PO	1040	Total \$ for Line Item on PO	\$70,980.00	
						Hours Remaining	752	\$ Remaining	\$51,324.00	
	EP916252									
ABC										

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	EP907202	L00001	280339	Woodington, Rob	Engaged	3/31/2013	735	\$79.00	\$58,065.00	
						<b>Total Hours Expended</b>	<b>735</b>	<b>Total \$ Expended</b>	<b>\$58,065.00</b>	
		<b>L00001</b>				<b>Total Hours for Line Item on PO</b>	<b>1000</b>	<b>Total \$ for Line Item on PO</b>	<b>\$79,000.00</b>	
						<b>Hours Remaining</b>	<b>265</b>	<b>\$ Remaining</b>	<b>\$20,935.00</b>	
	EP907202									
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
	EP907203	L00001	272618	Skinker, Judson	Engaged	3/31/2013	727	\$80.00	\$58,160.00	
						<b>Total Hours Expended</b>	<b>727</b>	<b>Total \$ Expended</b>	<b>\$58,160.00</b>	
		<b>L00001</b>				<b>Total Hours for Line Item on PO</b>	<b>1000</b>	<b>Total \$ for Line Item on PO</b>	<b>\$80,000.00</b>	
						<b>Hours Remaining</b>	<b>273</b>	<b>\$ Remaining</b>	<b>\$21,840.00</b>	
	EP907203									
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
	EP911290	L00001	256914	Dills, Steven	No longer engaged	10/19/2012	412.75	\$25.00	\$10,318.75	
						<b>Total Hours Expended</b>	<b>412.75</b>	<b>Total \$ Expended</b>	<b>\$10,318.75</b>	
		<b>L00001</b>				<b>Total Hours for Line Item on PO</b>	<b>480</b>	<b>Total \$ for Line Item on PO</b>	<b>\$12,000.00</b>	
						<b>Hours Remaining</b>	<b>67.25</b>	<b>\$ Remaining</b>	<b>\$1,681.25</b>	****
	EP911290									
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
	EP917037	L00001	298932	Monroe, Lisa	No longer engaged	12/7/2012	509.5	\$62.50	\$31,843.75	
						<b>Total Hours Expended</b>	<b>509.5</b>	<b>Total \$ Expended</b>	<b>\$31,843.75</b>	
		<b>L00001</b>				<b>Total Hours for Line Item on PO</b>	<b>850</b>	<b>Total \$ for Line Item on PO</b>	<b>\$53,125.00</b>	
						<b>Hours Remaining</b>	<b>340.5</b>	<b>\$ Remaining</b>	<b>\$21,281.25</b>	
	EP917037									
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
	EP948860	L00001	307930	Secrist, Luke	Engaged	12/28/2012	29	\$130.75	\$3,791.75	
						<b>Total Hours Expended</b>	<b>29</b>	<b>Total \$ Expended</b>	<b>\$3,791.75</b>	
		<b>L00001</b>				<b>Total Hours for Line Item on PO</b>	<b>29</b>	<b>Total \$ for Line Item on PO</b>	<b>\$3,791.75</b>	
						<b>Hours Remaining</b>	<b>0</b>	<b>\$ Remaining</b>	<b>\$0.00</b>	****
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
		L00002	307996	Petrie, Steven	No longer engaged	12/7/2012	76	\$128.01	\$9,728.76	
						<b>Total Hours Expended</b>	<b>76</b>	<b>Total \$ Expended</b>	<b>\$9,728.76</b>	
		<b>L00002</b>				<b>Total Hours for Line Item on PO</b>	<b>76</b>	<b>Total \$ for Line Item on PO</b>	<b>\$9,728.76</b>	
						<b>Hours Remaining</b>	<b>0</b>	<b>\$ Remaining</b>	<b>\$0.00</b>	****
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
		L00003	309302	Foster, Carlton	Engaged	12/28/2012	71	\$128.01	\$9,088.71	
						<b>Total Hours Expended</b>	<b>71</b>	<b>Total \$ Expended</b>	<b>\$9,088.71</b>	
		<b>L00003</b>				<b>Total Hours for Line Item on PO</b>	<b>76</b>	<b>Total \$ for Line Item on PO</b>	<b>\$9,728.76</b>	
						<b>Hours Remaining</b>	<b>5</b>	<b>\$ Remaining</b>	<b>\$640.05</b>	****
	EP948860									
<b>Agency</b>	<b>PO Number</b>	<b>Line Item</b>	<b>Req ID</b>	<b>Candidate</b>	<b>Candidate Status</b>	<b>Engt End Date</b>	<b>TS Hours</b>	<b>Bill Rate</b>	<b>Billed</b>	
	EP956443	L00001	309963	Henry, Heather	Engaged	1/31/2013	37	\$157.36	\$5,822.32	
						<b>Total Hours Expended</b>	<b>37</b>	<b>Total \$ Expended</b>	<b>\$5,822.32</b>	

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# Attachment E: Résumés



**CAI**  
*Computer Aid, Inc.*®

*'World Leader in **IT** Process and Productivity.'*

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## Patricia H. Bowler

More than 16 years of experience in the consulting service industry, in recruiting and account management.

### Work History

COMPUTER AID, INC.

2006 – PRESENT

#### ■ VITA

##### *Program Manager/Managed Service Provider*

- Contract/Vendor Manager to the Commonwealth of Virginia's VMS/MSP Staff Augmentation program with a network of 350+ vendors
- Responsible for meeting and exceeding program Service Level Agreements (SLAs)
- Develop successful relationships with agency hiring managers and vendor network to effectively guide them through the SMSA contract process
- Support the Contract Administration function, including aspects of Contract Administration, Document Management, Process Workflows, and Reporting & Compliance requirements
- Lead activities which ensure vendors meet defined requirements, goals, and targets
- Maximize program value and identify opportunities for growth and expansion
- Work with vendors, vendor managers, and internal stakeholders to maintain a professional relationship. Serve as a point of contact and subject matter expert for contractual matters
- Consult with hiring managers to discuss contingent staffing needs, develop job descriptions and recruiting strategies, and identify cost-saving opportunities
- Increased the Commonwealth's SWaM spend to 70%
- Manage applicant tracking and reporting through Peoplefluent Vendor Management software

FIRSTPLACE TECHNICAL AT WACHOVIA BANK

2003 – 2006

##### *Business Development/Senior Technical Recruiting Consultant*

- Managed procurement of contingent staffing for Wachovia's IT Brokerage Group, recruiting exempt-level IT contractors
- Increased FirstPlace's footprint in Richmond and Chicago by 300%
- Directed recruiting/sourcing strategies of recruiters supporting brokerage area
- Partnered with hiring managers to discuss staffing needs and to develop job descriptions and recruiting strategies
- Maximized program value and identify opportunities for growth and expansion
- Sourced candidates using the Internet, Association Membership Directories, professional websites, networking, and cold-calling
- Conducted behavioral based interviews and administered pre-employment tests
- Networked with diversity sources for qualified candidates
- Managed applicant tracking and reported through PeoplesoftHR and EZAccess software

- Conducted new hire orientation
- Coordinated and facilitated job fairs

VENTURI TECHNOLOGY PARTNERS/COMSYS

2000 – 2003

■ **Capital One IT Department**

*Recruiter/Account Manager*

- Was strategic business partner with hiring managers within assigned business division
- Developed recruiting strategies based on company's hiring goals
- Performed full lifecycle recruiting, including internet sourcing, technical and behavioral screening, salary and sign-on bonus negotiations, coordinating relocation with Real Estate group, and coordinating visa transfer (if necessary) with legal team
- Managed relationship with external vendors
- Prepared qualified candidates for on-site, full day interviews
- Conducted reference checks on viable candidates and matched them to career opportunities
- Conducted candidate interview orientation presentations, describing the company and the interview process
- Prepared advertising for Internet, newspaper, and other industry-related mediums to enhance market exposure

MODIS, INCORPORATED

1997 – 2000

*Business Development/Recruiting*

- Responsible for marketing the company's services, increasing corporate accounts, and improving the quality of service provided to clients
- Cold called clients to create leads
- Prepared and presented bids, proposals, and contract negotiations to potential prospects
- Negotiated contracts, salaries, and annual increases with client managers, Human Resource Departments, and consultants
- Met with consultants to discuss individual goals and plan career development; located training necessary to enhance consultant's career growth
- Processed H-1 Visas, F-1 Visas, and TN status candidates
- Trained new recruiters on corporate policies, interviewing procedures, salary guidelines, sourcing methods, and corporate recruiter development plan
- Resolved consultant's work site issues
- Designed effective marketing presentation and advertising formula for development of new business and recruitment of information technology professionals in Client Server, Web, Mainframe, and networking environments
- Incorporated active and proactive methods of candidate identification including Networking, Referral, Career Fair, Internal Database, Advertising, and the Internet
- Conducted initial technical screening of candidates in client/server, workstation, PC, mainframe, and midrange based computing environments and their associated operating systems, database management systems, software tools,

and application packages. Provided pre- and post-sales support including on site client contact

- Prepared advertising for Internet, newspaper, and other industry-related mediums to enhance market exposure

PROFESSIONAL RESOURCE MANAGEMENT, INC.

FEB – AUG 1997

#### *Recruiter*

- Located, interviewed, and recruited quality IT consultants for contract/direct placements on client sites
- Negotiated consultant's salaries and checked candidate references
- Prepared advertising for Internet, newspaper, and other industry-related mediums to enhance market exposure

EXPERIENCE PRIOR TO 1997 AVAILABLE UPON REQUEST

## Education & Certifications

- B.S., Organizational Management and Development, Bluefield College
- A.S., Business Administration, J. Sargeant Reynolds Community College
- Certificate, Computer Operations, J. Sargeant Reynolds Community College
- PHR, Professional in Human Resources, expired 2009

## Laura C. Butcher (Christy)

Accomplished Manager with more than 16 years of experience in the IT staffing and consulting services industry. Diverse cross-functional experience in staffing and MSP operations, strategic planning, financial management, client relationship development, leadership and staff development. Extensive experience directing complex recruitment initiatives for local, regional and national strategies. Strong ability to identify operational inefficiencies and re-engineer department processes to drive performance and increase revenues. Results-oriented team builder with collaborative leadership style; effective at managing diverse and geographically dispersed functional teams in both a direct and matrixed environment. Strong analytical, communication and conflict resolution skills.

## Work History

COMPUTER AID, INC.

2010 – PRESENT

### ■ VITA

#### *Senior Account Manager*

Manage daily operational activities for CAI's MSP Statement of Work (SOW) service offering for the Commonwealth of Virginia's IT Contingent Labor Program. The program encompasses SOW projects in 15 IT specialty areas with budgets up to \$2 million. Responsibilities include agency and vendor relationship management and training, SOW project oversight and administration, and program service level goal attainment.

- Provide high touch coaching to agency users on effective use of the SOW program and in definition and development of Statement of Requirements (SOR) documents
- Provide ongoing support to agency users for SOW administration including definition and development of Change Requests, project issue resolution, and vendor performance management
- Developed and delivered pilot training program on SOW definition and contract administration to Virginia Department of Transportation IT Managers and Project Managers
- Spearheaded two SOW vendor open enrollment periods and qualification decisioning efforts
- Developed and delivered program training for over 90 SOW vendors
- Consistently recognized for superior customer service through agency satisfaction surveys

COMPUTER RESOURCE TEAM, INC.

2007 – 2009

#### *Vice President, Operations*

Directed and managed all sales, recruiting, and administrative operations for regional IT staffing firm. Hired into this newly created position to effect operational transformation of the company from a project-based Oracle consulting firm to a broad based IT staffing company. Managed team of eight.

- Developed and implemented formal workflow process for staffing operations. Selected, implemented, and trained staff on new Applicant Tracking System

- Implemented operational best practices for sales, recruiting, and consultant management
- Personally solicited, won, and implemented new contracts with Managed Service Providers for delivery of IT staffing services to the Commonwealth of Virginia and Dominion
- Grew revenue by 30% in 2008 through implementation of activity metrics, gross margin goals, and ongoing performance management
- Built and implemented new recruiting model for successful delivery to VMS staffing engagements

AQUENT

1997 – 2006

Served in progressively senior level positions within the IT business unit of this \$350 million global staffing company. (Formerly an employee of Renaissance Worldwide, Inc.; Renaissance was acquired by Aquent in December 2001.)

#### *Area Manager*

Directed all business functions for Richmond branch office with annual revenues to \$16 million. Managed team of nine internal staff and 120 consultants in delivering staff augmentation as well as outsourced application development and maintenance project services. Responsibilities included recruitment and hiring, sales and business development, contract negotiations, P&L management, resource allocation, performance management, and training and development. Ranked in Top 2 for profitability and Top 10 for revenues among 60 offices in 2000, 2001, and 2002.

- Cultivated, negotiated, and maintained profitable, long-term relationships with over 25 local clients through an unwavering commitment to quality of service in sales, recruiting, and consultant retention
- Exceeded revenue goals by 34% in 2000, 47% in 2001, and 12% in 2002
- Grew operating profit by 43% to \$3.8 million through up sell of higher margin solutions services to existing customer base. Established branch as the most profitable in the company with operating profits of 24.8%
- Negotiated creative services outsourcing agreement with large financial services client resulting in new annual revenues of \$6 million. Managed all implementation activities, built and hired for Aquent's on-site support program, and built recruiting model for ongoing delivery
- Successfully implemented a unique business model with an 80% hiring rate of permanent, full-time Staff Consultants. Effectively managed utilization and bench costs to consistently maintain gross margins over 32%
- Increased consultant retention rate to 75%, the highest in the company, through the ongoing development of innovative retention programs. Asked to serve as leader in driving these programs across other divisions
- Improved recruiting fill ratio by 20% through implementation of proactive/pipeline recruiting methodology and individualized performance metrics for each recruiter
- Served as remote interim manager for Greensboro and McLean offices; significantly increased bottom line profits in both branches through renegotiation of existing bad business and elimination of unnecessary SG&A

### *Regional Manager*

Brought in to affect turnaround of failing western region for IT division. Managed all functional areas for 6 branch offices with \$8 million operating budget. Direct supervision of 19 internal staff and 70 consultants.

- Effected a successful shift in financial and staff performance via remote management despite the lack of on-site managers in four out of six offices
- Grew recurring revenues by 41% in six months through implementation of tactical sales and recruiting plans and a strong focus on performance management
- Managed turnaround of five non-profitable offices within six months, growing divisional operating profit from 2.8% to 10.4%
- Effected a successful culture change throughout the division that focused all personnel on quality in delivery plan execution
- Successfully introduced new business model into the Silicon Valley market for sales of both IT and Creative service offerings by one branch team. Grew revenues by 20% in each vertical while reducing staff overhead; model was subsequently adopted in a number of additional branch locations

### *National Director of Recruiting*

Key member of three-person senior management team for IT division, reporting to the President. Asked to move into this newly created position to evaluate the existing recruiting organization, to implement consistent best practices, and to improve overall recruiting performance. Dotted line management of over 30 recruiters.

- Built and implemented a new regional and national recruiting delivery model which resulted in a 20% increase in new starts
- Spearheaded efforts with regional recruiting leaders to introduce a formal recruiting workflow process and standardized best practices across the organization
- Developed and implemented standardized use of recruiting metrics and reporting systems to evaluate performance and identify training gaps. Trained Area Managers on use of metrics for performance management and staff development
- Built new recruiting division aimed at improved delivery to large, vendor managed national accounts. Developed successful model for remote recruiting resulting in new annual revenues of \$1.9 million
- Served as IT division functional expert for company's in-house development of a proprietary Applicant Tracking System. Played instrumental role in the development of state of the art sourcing and contact functionality which dramatically increased recruiting efficiencies
- Introduced new recruiting compensation plan to align incentive comp with company goal of driving gross profit dollars

### *Recruiting Manager*

Managed recruiting efforts for the Richmond office while actively recruiting. Hired and managed staff of three full-time recruiters/resource managers. Set recruiting strategy, implemented best practices, and managed resource

allocation. Accompanied sales team on client visits to qualify requirements and sell recruiting capabilities. Served as field champion for company's global recruiting program.

#### *Resource Manager*

Full life-cycle technical recruiter for staff augmentation services. Identified, qualified, and recruited resources for full array of technical positions. Responsible for full management and retention of over 40 consultants. #1 Top Performer in the Southeast Region, 1998 and 1999.

AMERICAN HOME FUNDING, INC.	1995 – 1997
<i>Mortgage Loan Officer</i>	
WATERFORD MORTGAGE CORPORATION	1993 – 1995
<i>Mortgage Loan Officer</i>	
P/M CONSULTING CORPORATION	1989 – 1993
<i>Operations Manager</i>	
INVESTORS SAVINGS BANK	1985 – 1988
<i>Branch Manager</i>	

## Technical Expertise

AREAS OF EXPERTISE	MSP Operations, SOW Administration, Strategic Planning, Recruiting Strategy and Operations, Budgeting/Forecasting, Customer Relations and Problem Resolution, Staffing Metrics and Benchmarking, Process Improvement, Cross Functional Team Building and Leadership, Staff Development and Training, Contract and Vendor Negotiations, RFP Response
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## Education & Certifications

- Bachelor of Arts in Psychology, University of Virginia

## Linda Leiby

More than 25 years of experience in IT, functioning as a MSP operations manager, business unit manager, project office manager, project team leader, programmer/analyst, and quality assurance (QA) analyst.

## Work History

COMPUTER AID, INC.

1994 - PRESENT

### ■ **Managed Service Provider (MSP)**

#### *Operations Manager*

Responsible for developing and maintaining MSP processes and procedures for multiple state clients. Subject matter expert (SME) for the VMS toolset, including Peoplefluent VMS. Responsible for oversight of all SLA reporting, including developing reports directly tied to the SLA components of each contract. Extensive use of SAP Business Objects XI software for business analysis and reporting, as well as Microsoft Excel. Generate dozens of queries and extracts to assist account management in evaluating performance and devising recommendations for improvement.

Support multiple state clients. Responsible for conducting and deploying training to clients and vendors in use of VMS tools. Responsible for managing MSP Program Office, which is responsible for the MSP help desk, vendor and candidate administration, and invoicing. Also responsible for supporting CAI Executive and Senior Account Managers in fulfilling contract requirements.

Served as interim Executive Account Manager for several months, reporting directly to the Department of General Service (DGS). Responsible for monthly and quarterly reporting as well as requisitions for a subset of agencies. Excellent communications skills. Comfortable speaking to all levels of Agency and Commonwealth management.

### ■ **Pennsylvania Department of General Services**

#### *Senior Account Manager*

Responsible for managing the Environmental Community of Practice (CoP) as part of our MSP contract. Worked directly with agencies to define staff augmentation needs and assisted with entering requirements in Peoplefluent VMS. Utilized role of MPS Account Manager to screen, submit, and schedule interviews of appropriate candidates from VENDOR NETWORK and eventually engaged the selected candidate through Peoplefluent.

Developed custom training materials and provided subsequent training on the use of Peoplefluent and the processes to be followed under the MSP contract to over 100 Commonwealth agency employees. Other duties included defining reporting requirements and developing those reports using Business Objects, providing QA for back end processes, which included timesheet processing and invoice generation, and developing and tracking financial models for this contract.

## ■ **Project Office/Multiple Agencies**

### *Project Office Manager*

Responsible for planning and monitoring software projects for multiple software construction projects. Tools included NIKU Project Workbench, Microsoft Project, and Computer Aid, Inc.-proprietary toolset. Provided weekly review of ongoing projects to ensure that project tasks were on schedule and within budget. Supported multiple agencies in Pennsylvania government.

## ■ **Hannaford Brothers, Inc.**

### *Programmer/Analyst*

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

## ■ **AMP, Inc.**

### *Project Manager*

Designed a system to allow engineers to maintain data needed to complete a warranty form required by the Big Four Auto companies. Responsibilities included defining user requirements, writing a functional specification for the project - which provided a detailed design of the system, writing program specifications, and leading a team of programmers.

### **DATABASE ASSOCIATES**

1993 – 1994

### *Programmer/Analyst*

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

Technologies: CICS, COBOL2, IDMS, JCL, ISPF

### **AMERICAN HOME FOODS**

1988 – 1993

### *Support Analyst*

Functioned as project manager for the Payroll/Labor Mainframe systems. Responsibilities included project estimation, project tracking, project management, systems analysis, coding, testing, and implementing.

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

## Technical Expertise

SOFTWARE	Various IBM mainframe technologies; multiple project management tools
HARDWARE	IBM mainframe

## Education & Certifications

- Bachelor of Science in Computer Science, Bloomsburg University of Pennsylvania

## Krystal McGraw

An accomplished professional with more than 13 years of experience. A proven ability to develop a rapport with other industry professionals. Capable of providing unparalleled interdepartmental communication support.

### Work History

COMPUTER AID, INC.

2008 – PRESENT

#### *Team Lead*

- Manage a team of seven administrators on eight MSP contracts
- Create process improvements to ensure efficiency on MSP operations Team
- Create process documents for MSP contracts
- Create financial forecasting reports for MSP contracts
- Track account receivables that are past due and facilitate in the expedition of payment
- Provided vendor management for over 500 vendors
- This position has required the development of an exceptional ability to prioritize and multi-task

#### *Administrative Assistant*

- Back up team leader
- Provided vendor management and administration for over 500 vendors
- Supported two executive-level and six middle-level managers on government contracts
- Coordinated Requests for Proposals on Health and Human Services government contracts
- Facilitated and coordinated MSP subcontractor management forms
- Created financial forecasting reports
- Continually identified processes needing improvement and implemented change as needed

DESTINATION HARLEY-DAVIDSON

2003 – 2006

#### *Sales and Finance Department Assistant*

- Managed motorcycle inventory and forecast for new motorcycle sales, including rentals and demos
- Negotiated dealer trades with surrounding dealerships and handled all paperwork while scheduling pick-up and delivery of motorcycles
- Managed titling process for both new and previously owned motorcycles, totaling over 1000 motorcycles per year
- Provided back-up for finance department on credit application and cash deals

MAIL BOXES ETC.

2000 – 2003

#### *Store Manager*

- Licensed notary public; notarized numerous customer documents
- Interviewed new hires as well as briefed staff on store procedures
- Completed opening and closing procedures

- Ordered all supplies and products for the store as well as documenting inventory

## Technical Expertise

SKILLS	MS PowerPoint, Word, Excel, SharePoint, and Outlook; IBM Lotus Notes, Peoplefluent, ICIMS, Quickbooks
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## Education & Certifications

- B.S. in Accounting, University of Phoenix
- A.A. in Business, American Intercontinental University
- Finance and Insurance Training, Harley-Davidson University
- Microsoft Excel Training, RAMCO Software Training

## Rebecca J. Newman

Executive Assistant with more than 23 years of experience supporting and leading administrative operations for organizations of various sizes. A team player with a track record in supporting executive teams, while maximizing growth and profitability within the organization. Excellent analytical, planning, and organizational skills.

## Work History

COMPUTER AID, INC.

2011 – PRESENT

### ■ Managed Service Provider (MSP) Operations

#### *Team Member*

- Primary Operations administrator for the Commonwealth of Virginia ITCL account
- Provides support to Account Managers, vendor partners, agency partners, and other internal customers in a Managed Service Provider environment
- Provides IT Staffing function for state government accounts
- Assists interested vendor partners in joining MSP networks in participating states; maintains existing vendor files for continuity of documentation requirements (varies state-by-state)
- Manages engaged candidate status / changes for assigned state account; assists teammates with overflow and special projects
- Tracks candidates' timesheets on proprietary software to facilitate monthly A/R and A/P
- Serves as Help Desk representative for MSP Hotline – vendor inquiries, log-in/password issues, assistance and information resource
- Performs filing/faxing/copying as needed

ADVANCED ORTHOPAEDICS, INC.

2010 – 2011

#### *Accounts Payable Assistant / Office Support / Special Projects*

- Provided support to Office Manager and Sales Specialists and handled special projects for mid-size distributor of orthopaedic devices and medical supplies
- Created Purchase Orders in Peachtree, recorded receipt of same
- Matched vendors' invoices to internal receiving, verified for accuracy, submitted for payment
- Assisted Customer Service team with production of Sales Orders, submitted to Warehouse for packing
- Performed filing/faxing/copying as needed in workflow of A/P and Sales processes
- Processed price list increase for 900+ customer account base from home office in Palmyra, PA

THRUPOINT, INC.

1999 – 2009

#### *Executive Administrative Assistant / Office Manager / Travel Manager*

- Directly supported the Executive Vice President, his remote management staff of 30, and engineering staff of 100+ in this international professional services consulting firm

- Planned and hosted on- and off-site employee meetings and off-site customer seminars
- Handled international and domestic travel coordination for all employees
- Managed proprietary and confidential personnel documents and information
- Aided team members with submission of timesheets and expense reports into Oracle database system
- Maintained vacation tracking records and regional utilization rates
- Assisted Account Managers in preparing and reviewing proposals for customer engagements
- Maintained engineering team biography documents to ensure listed skill sets and project history remained up to date
- Managed extensive travel logistics for consulting teams engaged in large installation projects
  - Handled up to as many as 15 simultaneous multi-city itineraries
  - Negotiated and secured furnished corporate apartments throughout the US with various leasing agents
- Recommended, negotiated, and managed transition to new vendor for US travel program and procedures – resulted in over \$30K savings in six months
- Used comprehensive office management skills, including coordination of office management and leasing organizations and vendors during build-out of remote offices

PLATINUM TECHNOLOGY, INC. / COMPUTER ASSOCIATES

1993 – 1999

*Regional Administrator*

- Supported the Area Vice President, six District Vice Presidents, and a team of 70 sales representatives (NE Region) at this international software development firm
- Handled correspondence and communication with customers, sales representatives, and vendors
- Provided general office management and administration which included managing inventory levels of office supplies and asset management and maintenance schedules of office equipment
- Scheduled and organized off-site customer seminars and internal meetings
- Responsible for forecast tracking and contracts administration for entire region
- Developed the process by which the sales team submitted/updated rolling forecasts via email
- Created “literature centers,” in which 288 pieces of product literature were stored (in four offices throughout the region) to facilitate sales reps’ ability to deliver product information to customers
- Served as Human Resources liaison, providing team member assistance and guidance on various administrative and personnel topics

OTHER RELATED POSITIONS

1989 – 1993

- **Le Claire & Bayot, Inc.**  
*Customer Service Representative*
- **American Olean Tile**

*Payroll Clerk*

- **McCallion Staffing Specialists**  
*Various short-term positions*
- **Fastener and Steel Supply Co., Ltd.**  
*Office Manager / Customer Service*
- **Weis Markets**  
*File Clerk*

## Technical Expertise

SKILLS	MS Word, Outlook, Excel, PowerPoint, Peoplefluent, Peachtree, Oracle database, Web-based Travel Management tools, Internet, Search Engines
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## Education & Certifications

- Coursework, Business Administration, Montgomery County Community College

## Michael Park, PMP

More than 17 years of experience, working primarily in Transformational Insourcing and Managed Maintenance consulting. Extensive experience in development, data modeling, manufacturing, and data warehouse design. Expertise includes system design, system conversions, and project management.

## Work History

COMPUTER AID, INC.

1996 – PRESENT

### ■ Internal

#### *Transition Consultant/Delivery Manager*

Currently responsible for the start up and implementation of all outsourcing engagements - from proposal and sales support to steady state deployment and the presentation of support metrics. Manages the team and all transition activities (in accordance with CAI's methodologies) from project inception through the official take over from client or incumbent resources. Responsible for training the team, implementing standardized processes and procedures, creating documentation, ensuring the team can meet the agreed upon service level agreements, beginning support optimization and continuous improvement cycles. Once established, turns all activities over to the long term project manager responsible for overseeing the engagement. Has implemented/transitioned the following teams:

- New Jersey Managed Staffing Services - Implementing CAI's Managed Staffing Services (MSS) contract support for the State of New Jersey. The contract is a piggy-back off of Pennsylvania's MSS contract.
- Johnson Controls Inc. (JCI) - Implemented an eight person team to support their Service Alliance System.
- Tyco Electronics - Transitioned 15 resources (eight on-shore, seven off-shore) on five teams for the following applications/areas: Cognos, GIMN, Data Feeds, .NET, PCN/ROHS, and Dimensions.
- City of Chicago - Transitioned a 13 person team to assume support of the City's Oracle HR and Payroll systems. Each system supports 37K+ users.
- Royal Caribbean Cruise Lines (RCCL) - Transitioned a seven person support team to oversee the shipboard applications for supporting the following systems: Security, Casion Gaming, Off-shore Excursions, Ship Replenishments, Interactive Television, and Payroll.
- Highmark Blue Shield - Implemented CAI's proprietary Tracer system to a pilot team of 20+ of Highmark operational resources.
- Highmark Blue Shield - Implemented a five person team to support Highmark's Dental and Vision Systems (DVS).
- Raymond James Financial - Transitioned two resources to assist with support of the Financial and Regulatory Systems (FARS).
- Citrix - Provided support mitigation and optimization consulting to Citrix for support of their Vantive Application.

### *Service Delivery Manager*

Assisted with the oversight of multi million dollar (annually) construction management projects. Responsible for all aspects of project delivery including finances, project manager mentoring, staffing, infrastructure, standardization of methodologies, etc. Projects were both fixed bid and time and materials (T&M) based. Critical success factors included on-time, within budget, and quality delivery. Oversaw the following projects:

- Pennsylvania Department of Education (PDE) - Departments Electronic Granting Application - eGrants
- Louisiana Special Education Requirements - Louisiana Special Education Reporting System (LA SER)
- Pennsylvania Commission on Crime and Delinquency (PCCD) - Departments Electronic Granting Application - eGrants
- Pennsylvania Emergency Management Agency (PEMA) - Pennsylvania Emergency Incident Reporting System (PEIRS) - won state and national awards.
- Pennsylvania Gaming Control Board (PGCB) - Creation of an online employment application for casino employees.
- Tyco Global Pricing Management System - Enhancement development for Tyco's Global Pricing System.

### *Solutions Team Manager*

Managed the Solutions (proposal) team. Responsible for replenishing 30% of annual (lost) business via Invitations to Quote (ITQ), Request for Proposal (RFP), Requests for Quote (RFQ), GSA Schedules, and competitive bids. Responsible for all facets including; risk, staffing, cost analysis, delivery, technical architecture, competitive analysis, lobbyist activities, etc.

### *Senior Consultant*

Specializing in IT outsourcing (on-shore and off-shore), best practices, insourcing, and institutionalizing of knowledge. Tasks include integrating technology into client business processes, developing client specific metrics and quality assurance (QA) techniques to enhance productivity, and institutionalizing SEI/CMM-rated (Level 3) process improvement methodologies for application support and development. Projects include the following:

- Department of the Navy - Created process documentation for the Navy's Realtime Reutilization Asset Management (RRAM).
- York International - Provided Transformational Insight (TI) management oversight for a six manufacturing teams
- America Online (AOL) - Transitioned thirty-six resources (18 on-shore and 18 off-shore) to support the Central Registration System. The transition was from a hostile incumbent vendor.
- AOL Off-shore Assessment - Enhancement development for Tyco's Global Pricing System.
- Department of the Navy - Conducted an Application Knowledge Capture (AKC) project to document the Navy's Central Point of Entry Network (CPEN) and Virtual Master Stock Inventory Record (VMSIR) applications.

- Pennsylvania Department of Agriculture - Conducted requirements gathering and design analysis for the HERDS application.
- Tyco Electronics - Facilitated the transition of 12 off-shore resources in support of six application teams. Oversaw the implementation of a multi-tier helpdesk using Voice over IP (VOIP) technology.
- Tyco Electronics - Transitioned six resources in support of two application teams. Facilitated a Virtual Private Network (VPN) on a segregated LAN from Manila to Harrisburg, PA.
- America Online (AOL) - Consulting engagement to implement organizational & team specific processes and procedures.
- Pennsylvania Department of Education (PDE) - Gathered requirements and completed the design for PDE's Competitive Grants Template.
- Pennsylvania Patient Safety Authority (PSA) - Provided project management and development oversight of an RFP for the Design, Development and Implementation of a Statewide Reporting System Related to Patient Safety Pursuant to Act 13 of 2002.
- FedEx Ground - Provided a delivery QA checkpoint for the account's 18 resources.
- Highmark Blue Shield - Provided Transformational Insourcing and management consulting to client teams using CAI's proprietary tool, Tracer.
- Pennsylvania Department of Public Welfare (DPW) - Provided technical and data analysis consulting for the Office of Mental Health and Substance Abuse Services (OMHAS).

#### ■ **Pennsylvania Department of Public Welfare**

##### *IT Consultant*

Provided technical and data analysis consulting for the Pennsylvania Office of Mental Health and Substance Abuse Services (OMHAS). OMHAS collects data from 46 county administrative units and the five Managed Care Organizations authorized to administer the Behavioral Health program for the state Medicaid system. The project involved analysis of data quality from the local organizations, process improvement for both IT and business procedures and data reporting using COGNOS Impromptu and DPW's Oracle data warehouse.

#### ■ **Tyco Electronics**

##### *Account Manager*

Responsible for all aspects of the account including contract negotiations, revenue and profit management, administration of 40 resources, customer satisfaction and interfacing, account growth and continuous improvement. Successfully de-staffed seven resources while converting to a time and materials contract which enabled CAI to maintain their hard dollar profit.

Technologies: Microsoft Project, Visio, PowerPoint, Tracer, Microsoft Office

##### *Project Manager*

Directed a 47-person team with responsibility for all business and manufacturing systems. These six teams supported the following business systems: purchasing, customer orders, shop floor/ inventory control, materials, engineering and

miscellaneous business applications. Interacted with all levels of IT and end-user staff and management. Presented a monthly "report card" to measure, support and improve client systems.

Technologies: Microsoft Project, Visio, PowerPoint, Tracer, Microsoft Office

#### *Project Manager*

Project manager and lead analyst for a migration project from SQL/DS to Oracle. Original platform was SQL/DS with REXX; target environment was Oracle tables with batch PL/SQL programs. Responsible for designing, specifying and quality assuring various components of the system. Familiar with UNIX shell scripts, PL/SQL and Active Server Pages (ASP). Solid understanding of data modeling and relational database design.

Technologies: UNIX, UNIX Script, ASP, JavaScript, VBScript, Oracle Database, Tools for Oracle Application Development (TOAD), SQL\*Plus, SQL, PL/SQL

### ■ **Pennsylvania Department of Environmental Protection**

#### *Systems Architect/Project Manager*

Served in dual roles on the Oil and Gas Drilling Permit and Fee Collections applications, a web-based e-Government initiative. As a systems architect, was responsible for designing multi-tiered applications providing a regulated community and internal personnel interface to the submission process. Helped with database design for intermediate database and the application design for system interfaces to the Environment, Facility, Application, Compliance Tracking System. Also helped design and develop the Fee Collection process for electronic funds transfer. Served as project manager for the second phase. Responsibilities included change management, issue resolution, coordination with the client and vendor IT staff, status reporting and technical support.

Technologies: JSP, Java, Oracle's Toolset, Oracle's iAS, Microsoft Project, Visio, PowerPoint, Microsoft Office

### ■ **Pennsylvania Department of Education**

#### *Systems Analyst*

Worked as lead analyst for the conversion effort on one of 12 systems. The system was being reengineered and converted from a mainframe environment to a client-server architecture using Visual Basic and SQL Server technologies. The scope of effort included the meshing of all 12 systems which were previously unrelated.

Technologies: SQL 7.0, Visual Studio 6.0

### ■ **Pennsylvania State Police**

#### *Systems Analyst*

Completed a system conversion. Re-engineered and migrated SPSS programs and routines from a mainframe environment to a Windows NT platform. Most processes needed to be completely rewritten due to the incompatibility of the mainframe and PC software versions. Additional jobs and routines were also

created to automate the entire user process to relieve users of daily maintenance activities.

Technologies: SPSS (version 10.0), Unisys Mainframe

■ **TYCO Electronics Inc. - North American Free Trade Agreement (NAFTA) Application**

*Project Manager*

Project manager and lead analyst for a migration project from SQL/DS to Oracle for a major manufacturing company. Original platform was SQL/DS with REXX; target environment was Oracle tables with batch PL/SQL programs. Responsible for designing, specifying and QA'ing various components of the system. Familiar with Unix shell scripts, PL/SQL and ASP. Solid understanding of data modeling and relational database design.

■ **American Diabetes Association**

*Project Manager/Systems Analyst*

Performed analysis and designed a data mart to hold name and address information. Project involved combining information from five different sources and sending it out for National Change of Address processing. The data was then scrubbed, de-duped, and loaded into the data mart. A graphical user interface was also designed to retrieve data from the data mart. Three primary processes were developed from scratch. The deliverables were an intricate design document and a proposal for the development.

Technologies: HP9000, UNIX, Microsoft Office, Microsoft Project

■ **AMP, Inc.**

*Information Engineer*

Primary task was data modeling global SAP applications for a data warehouse implementation. Responsible for reverse-engineering the Quality Management and Procurement modules within SAP. Duties included defining data elements, interviewing users, defining business rules, application design, and developing and presenting models to both end-users and technical colleagues. Also assisted in the design and development of staging tables and validation rules.

Technologies: SAP, Microsoft Office, ERwin, some Designer 2000 and Developer 2000, QSYS

*Senior Analyst/Team Leader*

Worked on an HP/3000 manufacturing system. Duties included capacity planning, database monitoring, and technical issues with multiple Image databases. Considerable experience with Dbgeneral and DBUtil. Also provided help-desk support, interface design, resolved technical and production issues, and assisted others in coding and debugging their programs. Supported the following major Warehouse Control systems: interplant bill of lading, shipping and receiving (real-time electronic data interchange (EDI); pick list and bin locator systems; authorization to ship and straight bill of lading systems; and blue print room filing and tracking system. Team leader responsibilities included:

quality control, analyst training, user group proxy, security/access, application issue resolution, project assignment and management.

Technologies: HP3000, MPEX, Query, Suprtool, Nbspool, Adager, Qedit, Formspec/Vplus COBOL II, FORTRAN, DOS, Dbgeneral

BECTEL ENGINEERING DESIGN SYSTEMS INC

1998

Worked as one of three engineers on a wireless local area network card for networking laptops. Was responsible for all consulting programmers and all third party interfaces. Daily tasks included hardware design, hardware building, software integration and component testing.

## Technical Expertise

PLATFORMS	IBM PCs, AS/400, HP3000, HP9000, Various Servers, UNIX, Lotus Notes
DATABASES	Access, SQL, PL/SQL, SQL Server
LANGUAGES	COBOL II, QuickBASIC, FORTRAN, Visual Basic 6.0, Maestro, JavaScript, ASP, VBScript, Java, RPG/400
TOOLS	Tracer, Suprtool, ERwin, TOAD, Designer 2000, COBOL/400
OTHER	WTS, MPE/MPEX, Query, NBspool, Adager, Image database, Qedit, Formspect/Vplus, DBgeneral DOS, Microsoft Office, Windows, CADAM, SAP, Assembly, AutoCAD, UNIX Script, SPSS, JSP, Various Electronic Simulation Software, Several Utilities, Oracle Tools

## Education & Certifications

- Master of Science in Information Systems, Shippensburg University
- Bachelor of Science in Electrical Engineering, Pennsylvania State University
- Data Modeling and Database Design, Oracle Corporation
- Project Management Professional

## Ellen Sigl

Director for MSP for State Government Staff Augmentation and Contingent Labor programs with 25 years of IT and business experience, including current position leading the MSP State Government Practice. Proven track record managing programs across eight states with combined revenue over \$110 in yearly revenue. Demonstrated experience managing contingent labor programs to meet State goals and objectives for savings, efficiencies and supplier participation.

## Work History

COMPUTER AID, INC.

2004 – PRESENT

### ■ Director for MSP State Government

Responsible for managing account teams across multiple State clients; and leading initiatives for program efficiencies and savings for those programs. Subject matter expert (SME) for CAI's Contingent Labor/Staff Augmentation Practice. Responsible for implementation of new programs, design, and implementation of supplier networks. Responsible for driving efficiencies and savings for the new and existing programs.

### ■ Pennsylvania OAOIT

#### *Executive Account Manager*

Serve as primary point of contact for \$40 million IT Staff Augmentation contract for the Commonwealth. Responsible for successful execution of all aspects of the contract, including compliance with contract service level agreements (SLAs). Analyze spending and utilization patterns to assist in cost and process improvement; focus on deploying industry best practices in Pennsylvania to attain highest efficiencies.

Serve as trusted supplier to client, advising on all aspects of the supply chain. Prepare and present information to other states, including lessons learned and industry best practices.

Develop, manage, and coach the team of senior account managers who service a customer base of Commonwealth agencies and purchasing organizations. Manage an open network of 400+ vendors that has provided 15,000 IT candidates resulting in 900 engagements. Execute a program to meet 10 contractually obligated SLAs.

Mentor vendor firms, including small businesses and disadvantaged business enterprise (DBEs). Help exceed contractual SLA for 46.6% DBE spend.

#### *Account Manager*

Served as MSP account manager, responsible for fulfilling IT staffing requisitions from multiple Commonwealth agencies, including Pennsylvania Department of Transportation (PennDOT), Department of Public Welfare (DPW), Pennsylvania Commission on Crime and Delinquency (PCCD) and Department of Corrections (DOC).

BEARINGPOINT

2000 – 2004

### ■ PennDOT

### *Senior Consultant*

Served as lead systems analyst for team responsible for making enhancements to the driver licensing system. Project responsibilities included: developing training materials, conducting post implementation reviews to ensure client expectations were understood by the project team and met within the project deadline, and demonstrating an awareness and observance of contract details.

Developed working relationships with a variety of business and technical users to coordinate requirements gathering and test cycles. Coordinated project activities as well as getting client approval and deliverables sign-off.

### ■ **JNET**

#### *Business Analyst*

Responsibilities included participating in application tests; designing test scripts; organizing UAT; researching and assessing portal software, workflow tools, and PKI for use determining technology direction; and participating in the project management, concept, design and construction of application. Also responsible for conducting and facilitating user group meetings; creating and updating project Blueprints; creating demonstration sites for JNET applications; and editing and revising documents as requested.

RITE AID CORPORATION

1999 - 2000

### ■ **Internet Development team**

#### *Manager*

Responsible for managing strategy, visual design, and performance metrics for the corporate Internet including product and marketing information, community activities, pharmacy services, clinical information, corporate information, and promotional materials.

Developed company-wide communication plan to educate customers, customer service staff, corporate staff, and store associates about the new partnership including the management of individual prescription data.

CIBER, INC.

1997 - 1999

### ■ **Information Development at IBM**

Acted as a member of development team responsible for developing browser based web server interface and documentation; participating test cycles and UAT.

UNIVERSITY OF MINNESOTA UNIVERSITY CENTER

(PART-TIME)

#### *Web Design Instructor*

Responsibilities included teaching beginning and intermediate web design, HTML programming, and the basics of Internet publishing.

ICONTROL, INC.

1995 - 1997

### ■ **Marketing Department**

#### *Web Designer and Advertising Coordinator*

Responsibilities included maintaining the corporate web presence; choosing tools and equipment for maintaining the web presence; HTML programming; writing

user documentation; designing and managing direct mail campaigns from initial concept through printing; and writing and design of product literature.

**PROFESSIONAL EXPERIENCE PRE-GRAD SCHOOL**

1987 – 1995

*Graduate Teaching Assistant, Research Assistant*

South Dakota State University, English Department, and the South Dakota State University Foundation, Brookings, SD. My responsibilities included: teaching writing and semiotic analysis to college students, grading compositions, grant writing, and editing.

*Graphic Designer*

Special Event Production, Inc., Clemmons, NC. My responsibilities included: computer animation for the PGA TOUR and the SR. PGA TOUR, developing and implementing project plans, copy writing for brochures and company literature, corporate identity design, and meeting short deadlines.

- **Daktronics Inc.**

*Graphic Designer*

Responsibilities included: creating custom animation for electronic message centers, sales proposals, training customers and employees, traveling for training and sales purposes, programming and operation of electronic message centers located throughout the United States. Worked at an internship (January 1989 - August 1989) in Antwerp, Belgium and held similar responsibilities for an advertising agency and customer of Daktronics.

## Technical Expertise

**SOFTWARE**

HTML, Access, Javascript, Excel, Photoshop, Powerpoint

## Education & Certifications

- MA in English, South Dakota State University
- BA in Graphic Design, South Dakota State University

## Cindy Sullivan

More than 17 years IT industry experience in Business Development, Major Account Management, Outsourcing, and Technical Services. Successful in implementing and managing large scale IT Staffing and Vendor Management Programs. Proven track record in managing consultants, account management teams, vendors, and operations for contracts of \$50 million. Has demonstrated, results-driven, managerial experience in providing innovative, cost effective solutions to complex business situations while meeting strict deadlines.

## Work History

COMPUTER AID, INC.

2012 – PRESENT

### *Executive Account Manager*

- Responsible for managing the VA IT Contingent Labor Program, for the Commonwealth of Virginia. CAI was awarded this contract in 2005
- Current state of Operations within this program is 400 contractors, 400+ vendors, 50 current agencies utilizing the program with an annual contract spend of \$52 million

FAHRENHEIT IT

2010 – 2012

### *Program Manager, Strategic Accounts*

- Responsible for growth and management of IT Services, primarily with large, strategic accounts
- Bid, won, and managed a Project Management Outsourcing contract for MeadWestvaco. This program managed fractional and full-time IT Project Managers for MeadWestvaco, to supplement their growing IT project demand. This managed services program was delivered by 13 Project Managers and a Team Lead
- Bid, won, and managed the contract to be a prime supplier of IT, Creative, and Legal consulting services at Capital One. Capital One is one of the largest users of IT Contingent Labor in Richmond, VA. Built an internal team of recruiters and operations support to handle this very complex and busy account.

COMPUTER AID, INC.

2005 – 2010

### ■ VITA SMSA

#### *Executive Account Manager*

- Implemented and managed the \$40 million Supplier Managed Staff Augmentation (SMSA) contract for the Commonwealth of Virginia's temporary IT staffing initiative
- Developed, managed, and coached the team of senior account managers who service a customer base of 92 executive branch agencies as well as multiple localities
- Managed an open network of over 300 vendors that provided 15,000 IT candidates resulting in over 900 engagements
- Executed a program to meet 10 contractually obligated Service Level Agreements

- Surpassed the goal of 40% SWaM spend, as sent by Governor Kaine's Executive Order 33, by consistently maintaining a SWaM spend of 68% within SMSA

Technologies: Peoplefluent VMS, Ariba, IQNavigator

IPC TECHNOLOGIES, INCORPORATED

2001 – 2005

■ **Contract Services Division**

*Senior Account Executive*

- Primary responsibility was revenue generation and management of the Contract Services Division, totaling \$6 million in 2004
- Worked in business development for several service offerings of IPC including: IT contract services, full cycle project delivery, IT training services from Select\_Train, managed services offering branded TechFirst, and ShoreTel's VOIP solution
- Major Account Manager for all staff augmentation accounts, which peaked at \$10 million in revenue
- Assisted in building a managed services offering from a start up division to a \$1 million business unit with a client list of 40 customers

E-INTEGRATORS, INC.

1999 – 2001

*Director*

- Managed IT contract staff including recruiting, hiring, and negotiating contracts and resource allocation for upcoming and completed projects; this also included all HR related issues
- Opened and managed a Richmond branch location; led all efforts in business development as well as all management operations and oversight
- Performed all recruiting and staffing for two additional office locations, which included contract IT resources and internal personnel
- Delivered presentations to IT managers as well as CEOs and CFOs; coordinated and attended IT seminars and strategic marketing events
- Assisted in the creation of company's initial marketing literature including brochures, marketing letters, and the company website

MODIS PROFESSIONAL SERVICES

1996 – 1999

*Business Development*

- Performed duties in account management, new business development, resource development, and contract negotiation
- Managed several major accounts in the southeastern region to include over 50 consultants and 10 major business accounts
- Supported the branch's largest client with billings close to \$8 million per year; in addition, developed and maintained several smaller accounts with billings of \$1-2 million each
- Negotiated all contract terms with Procurement Officers and IT Managers
- Worked with consultant staff to determine compensation, skill enhancements, training needs, and performance issues
- Discussed upcoming projects with IT managers to determine resource needs

## Education & Certifications

- B.A. in Psychology, Radford University, Virginia

**EXHIBIT B SERVICE LEVEL AGREEMENTS (SLAs)**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN**  
**VIRGINIA INFORMATION TECHNOLOGIES AGENCY**  
**AND**  
**COMPUTER AID, INC.**

Exhibit B is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit B and the Contract, the provisions of the Contract shall control

PERFORMANCE STANDARD	DESCRIPTION	STANDARD	PERFORMANCE TARGET	CALCULATION	FREQUENCY
Resume Submittal Response Time	Measures response time from receipt of request to delivery of candidate resumes	4 business days for top 3-5 candidates	90%	Average number of requisitions which received first batch review within 96 hours	Monthly
Round One Fill Rate	Measures ability to satisfactorily fulfill request with first round of resumes submitted to requestor (top 3-5 candidates)		90%	Total number of filled positions resulting from the first round of resumes/total number of requisitions filled	Monthly

PERFORMANCE STANDARD	DESCRIPTION	STANDARD	PERFORMANCE TARGET	CALCULATION	FREQUENCY
Percentage of Candidates Interviewed	Measures quality of candidates presented		60%	Number of candidates requested to interview/total number of candidates sent to hiring manager	Monthly
Fill Rate	Measures ability to fulfill requisitions	100%	92%	Total number of filled positions at month end/total number of requisitions which have been in place over 2 weeks	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	Monthly
Accurate Billing	Monthly invoice is complete and correct, submitted on time		99%	Number of invoices refused for payment due to inaccurate data/total number of invoices	Monthly

PERFORMANCE STANDARD	DESCRIPTION	STANDARD	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 first quarter, annually and at end of SOW.		100%	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		99%	Measured during normal work hours.	Monthly
Attrition Rate	Measures resource turnover due to unplanned situations that are not caused by the Commonwealth, excluding inadequate performance, death, serious illness, etc.		8% or lower	Number of unplanned turnovers within the quarter / total number of resources engaged through end of the quarter including SLA exempt resources	Monthly

**EXHIBIT C**  
**SUBCONTRACTOR SERVICES AGREEMENT MANDATORY TERMS AND**  
**CONDITIONS FOR SUBCONTRACTOR AGREEMENTS**

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## SUBCONTRACTOR SERVICES AGREEMENT MANDATORY TERMS AND CONDITIONS FOR SUBCONTRACTOR AGREEMENTS

THIS INFORMATION TECHNOLOGY SERVICES CONTRACT ("Contract") is entered into by and between \_\_\_\_\_ ("the Supplier"), and \_\_\_\_\_ ("Subcontractor") located at \_\_\_\_\_, [address] to be effective as of \_\_\_\_\_, 20\_\_ ("Effective Date").

### 1. PURPOSE AND SCOPE

Supplier has entered into Contract No. VA-130620-CAI, a Master Services Agreement ("MSA") with the Virginia Information Technologies Agency ("VITA") for the provision of staff augmentation and statement of work services. This Contract sets forth the terms and conditions under which Subcontractor shall provide services ("Services") pursuant to this agreement in accordance with specific orders or Statements of Work attached hereto.

### 2. DEFINITIONS

#### A. Acceptance

Successful performance of the Services at the location designated in the applicable order or Statement of Work, or completed and successful Acceptance testing in conformance with the Requirements as determined by the Authorized User order or in the applicable Statement of Work.

#### B. Authorized Users

All public bodies, including VITA, as defined by §2.2-4301 and referenced by §2.2-4304 of the Code of Virginia. Authorized Users are the Supplier's customers.

#### C. Confidential Information

Any confidential or proprietary information of a Party that is disclosed in any manner, including oral or written, graphic, machine readable or other tangible form, to any other Party in connection with or as a result of discussions related to this Contract or any order or SOW issued hereunder, and which at the time of disclosure either (i) is marked as being "Confidential" or "Proprietary", (ii) is otherwise reasonably identifiable as the confidential or proprietary information of the disclosing Party, or (iii) under the circumstances of disclosure should reasonably be considered as confidential or proprietary information of the disclosing Party.

#### D. Deliverable

The tangible embodiment of the Services, including the development or creation of Work Product, performed or provided by Supplier as identified in the applicable Statement of Work.

#### E. Party

Subcontractor or Supplier.

#### F. Related Deliverable

Deliverable identified, specified and mutually agreed upon in the SOW as having interdependencies with another Deliverable within the same SOW

#### G. Requirements

The functional, performance, operational, compatibility, Acceptance testing criteria and other parameters and characteristics of the Service(s) and Deliverables as set forth in the applicable Statement of Work and such other parameters, characteristics, or performance standards that may be agreed upon in writing by the Parties.

#### H. Service

Any work performed or service provided, including provision to the Authorized User of any Deliverable, by Supplier under this Contract. Service includes the discovery, creation, or development of Work Product, if any.

**I. Subcontractor Service**

Any work performed or service provided, including any Deliverable prescribed in the applicable order or SOW attached thereto, by Subcontractor under this Contract.

**J. Statement of Work (SOW)**

A SOW means any document which, upon signing by both Parties, shall be deemed a part of this Contract, and which describes the deliverables, due dates, assignment duration and payment obligations for a specific project, engagement or assignment for which Subcontractor shall be providing Services.

**K. Subcontractor**

Includes any individual who is an employee, sub-contractor or independent contractor of Subcontractor who is assigned by Subcontractor to perform Services under this Contract.

**L. Work Product**

Inventions, combinations, machines, methods, formulae, techniques, processes, improvements, software designs, computer programs, strategies, specific computer-related know-how, data and original works of authorship (collectively, the "Work Product") discovered, created, or developed by Subcontractor, or jointly by Subcontractor and an Authorized User(s) in the performance of this Contract. Work Product shall not include configuration of software.

**3. TERM AND TERMINATION**

Either Party may terminate this Contract, in whole or in part, upon not less than thirty (30) days prior written notice at any time for any reason, provided however that if Subcontractor is providing Services at the time of such notice, the Contract shall terminate at the later of (i) the date of termination specified in such notice, or (ii) the first date that Subcontractor is no longer providing Services pursuant to this Contract.

Either party may submit any contractual dispute to mediation for resolution according to the terms of the Dispute Resolution Section.

Supplier shall have the right to terminate this Contract, in whole or in part, or any order or SOW issued hereunder, in whole or in part for breach and/or default of Subcontractor. Subcontractor shall be deemed in breach and/or default in the event that Subcontractor fails to meet any material obligation set forth in this Contract or in any order or SOW issued hereunder.

If Supplier deems the Subcontractor to be in breach and/or default, Supplier shall provide Subcontractor with notice of breach and/or default and allow Subcontractor fifteen (15) days to cure the breach and/or default. If Subcontractor fails to cure the breach as noted, Supplier may immediately terminate this Contract or any order or SOW issued hereunder, in whole or in part. Any such termination shall be deemed a Termination for Breach or a Termination for Default. Subcontractor's consistent or recurring failure to meet the agreed-upon service levels will be considered to be a material breach of the Contract as described in this section. In the event of a Termination for Breach or Termination for Default, Subcontractor shall accept return of any Deliverable that was not accepted and shall refund any monies paid for such Deliverable, and all costs of de-installation and return of Deliverables shall be borne by Subcontractor.

Supplier may terminate any order or SOW issued hereunder, in whole or in part, in the event that Supplier's customer provides notice of termination to Supplier. In this event, the effective date of the termination will be consistent with the termination date specified in the notice provided by Supplier's customer.

**4. SERVICES**

**A. Nature of Services and Engagement**

Subcontractor is an independent contractor engaged to perform certain Services, including but not limited to consulting, installation and/or support activities as set forth in any order or SOW attached thereto.

**B. Statement of Work (SOW)**

All Services shall be performed at the times and locations set forth in the applicable order or SOW and at the rates specified therein. All changes in the scope of Service must be described in a written change request, which includes an appropriate adjustment to the price, delivery dates or both. Any authorized Services beyond the scope of an order or applicable SOW attached thereto shall be performed at the hourly rates set forth in the SOW, unless otherwise agreed in writing by the Parties.

In furtherance of compliance, invoicing, and auditing requirements Subcontractor personnel shall maintain daily time reports of hours and tasks performed which shall be submitted as required by Supplier.

An SOW may designate certain of Supplier's personnel as Key Personnel or Project Managers. Supplier's obligations with respect to Key Personnel and Project Managers shall be described in the applicable SOW. Failure of Supplier to perform in accordance with such obligations may be deemed a default of this Contract.

**C. Performance of Services**

Subcontractor shall provide personnel qualified to perform the Services required by any SOW issued hereunder. If any individual provided by Subcontractor fails to perform at an acceptable level of achievement of Requirements within a reasonable length of time, which shall not exceed ten (10) business days, the Supplier shall have the right to request that Subcontractor immediately remove such individual from performing on the SOW and replace such individual with a more qualified individual. Supplier may withhold payment for any hours billed by Subcontractor for such individual's performance of the Services. Any disputes arising from the foregoing shall be resolved in accordance with the Dispute Resolution section of this Contract.

**D. Change Orders**

All changes to the Services to be provided pursuant to any given SOW must be described in a written change request (template provided as an Exhibit hereto), which includes any appropriate adjustments to the SOW. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract.

**E. Acceptance**

Service(s) shall be deemed accepted when the Supplier's customer determines that such Service(s) meets the Requirements set forth in the applicable order or SOW. If applicable, Subcontractor shall be responsible for ensuring that any individual Deliverable functions properly with any other Related Deliverable provided pursuant to the same SOW. Should a previously Accepted Deliverable require further modification in order to work properly with any other Related Deliverable, Subcontractor shall be responsible for all costs associated with such modification. Supplier's customer shall commence Acceptance testing within ten business (10) days, or within such other period as set forth in the applicable SOW, after receipt of the Service. Acceptance testing will be no longer than thirty (30) days, or such longer period as may be agreed in writing Supplier and Subcontractor, for each Deliverable Subcontractor agrees to provide to the Supplier's customer such assistance and advice as the Supplier's customer may reasonably require, at no additional cost, during such Acceptance testing. Supplier shall provide to Subcontractor written notice of Acceptance upon completion of installation and successful Acceptance testing. Should Supplier, or Suppliers customer on the Suppliers behalf, fail to provide Subcontractor written notice of successful or unsuccessful Acceptance testing within five business (5) days following the Acceptance testing period, the Service shall be deemed Accepted.

**F. Cure Period**

Subcontractor shall correct any non-conformities identified hereunder and shall thereafter re-submit such previously non-conforming Service or Deliverable for re-testing within seven (7) business days of the appropriate written notice of non-conformance, or as otherwise agreed between such Supplier and Subcontractor. In the event that Subcontractor fails to deliver a Service or Deliverable which meets the Requirements, the Supplier may, in its sole discretion:

(i) reject the Service or Deliverable in its entirety and recover amounts previously paid hereunder for Services or Deliverables that are identified and specified and mutually agreed upon in the SOW as having interdependencies with the non-conforming Service or Deliverable; (ii) issue a "partial Acceptance" of the Service or Deliverable with an equitable adjustment in the price to account for such deficiency; or (iii) conditionally accept the applicable Service or Deliverable while reserving its right to revoke Acceptance if timely correction is not forthcoming. Failure of a Service or a Deliverable to meet, in all material respects, the specifications and performance standards after the second set of acceptance tests may constitute cause to terminate the SOW or constitute a default by the Subcontractor. Notwithstanding the foregoing, Supplier shall be entitled to pursue any other remedies that are available to it under this Contract and at law or in equity. For services provided under a SOW, if the Supplier rejects the Service or Deliverable in its entirety, the Supplier may seek to recover amounts previously paid to Subcontractor for such Service or Deliverable.

**G. Warranty Period**

90 days from Acceptance of the Deliverable, or such longer period as may be agreed to in the applicable SOW.

**H. Use of Deliverables**

Subcontractor grants to Supplier a worldwide, royalty free, perpetual license to use, reproduce, display, distribute copies of, and prepare derivative works of the Deliverables to or for (i) Supplier's customer's internal purposes, (ii) Supplier's customer's agencies within the Commonwealth of Virginia, (iii) third parties who have signed appropriate confidentiality agreements, and (iv) governmental or regulatory bodies as required by law or regulation. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables to the Supplier and shall exist in perpetuity.

**5. RIGHTS TO WORK PRODUCT**

**A. Work Product**

Supplier and Subcontractor each acknowledge that performance of this Contract may result in Work Product(s). Subcontractor agrees that it shall promptly and fully disclose to Supplier any and all Work Product generated, conceived, reduced to practice or learned by Subcontractor or any of its employees, either solely or jointly with others, during the term or performance of this Contract, which in any way relates to the applicable order or SOW attached thereto. Subcontractor further agrees that neither Subcontractor nor any of Subcontractor's employees, contractors, agents or subcontractors, nor any party claiming through Subcontractor or Subcontractor's employees, shall, other than in the performance of this Contract, make use of or disclose to others any proprietary information relating to the Work Product. All Services performed hereunder shall include delivery of all Work Product source code, object code, executables, and documentation. Subcontractor agrees that Supplier shall have the right to require Subcontractor to provide a copy of the most recent object or source code to Supplier's customer at any and all times.

**B. Ownership**

Subcontractor agrees that, whether or not the Services are considered "works made for hire" or an employment to invent, all Work Product discovered, created or developed under this Contract shall be and shall remain the sole and exclusive property of the Supplier. Except as specifically set forth in writing and signed by both Supplier and Subcontractor, Subcontractor agrees that the Supplier shall have all rights with respect to any Work Product discovered, created or developed under this Contract without regard to the origin of the Work Product.

If and to the extent that Subcontractor may, under applicable law, be entitled to claim any ownership interest in the Work Product, Subcontractor hereby irrevocably transfers, grants, conveys, assigns and relinquishes exclusively to the Supplier any and all right, title and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret and trademark law in perpetuity or for the longest period otherwise permitted by law. If any

moral rights are created, Subcontractor waives such rights in the Work Product. Subcontractor further agrees as to the Work Product to assist the Supplier in every reasonable way to obtain and, from time to time, enforce patents, copyrights, and other rights and protection, and in protecting trade secrets, with respect to such Work Product, and to that end, Subcontractor and its employees shall execute all documents for use in applying for and obtaining such patents, copyrights, and other rights and protection with respect to such Work Product, as the Supplier may reasonably request, together with any assignments thereof to the Supplier in obtaining and enforcing such rights shall continue beyond the termination of this Contract.

**C. Pre-existing Work**

If and to the extent that any pre-existing rights are embodied or reflected in the Service Deliverables, Subcontractor hereby grants to the Supplier an irrevocable, perpetual, non-exclusive, worldwide, royalty-free right and license to (i) use, modify, transmit, execute, reproduce, display, perform, distribute copies of and prepare derivative works based upon such pre-existing rights and any derivative works thereof, and (ii) authorize others to do any or all of the foregoing. It is expressly understood that "perpetual" license rights shall commence upon delivery of the Service Deliverables and shall exist in perpetuity unless otherwise terminated in accordance with the applicable provisions of the Contract.

**6. SUBCONTRACTOR PERSONNEL**

**A. Selection and Management of Subcontractor Personnel**

Subcontractor shall take such steps as may be necessary to ensure that all Subcontractor personnel performing Services under this Contract are competent and knowledgeable of the contractual arrangements and the applicable SOW attached thereto, between Supplier and Subcontractor. Subcontractor shall be solely responsible for the conduct of its employees, agents, and subcontractors, including all acts and omissions of such employees, agents, and subcontractors, and shall ensure that such employees and subcontractors comply with the appropriate work site security, information security and personnel conduct rules, as well as applicable federal, state and local laws, including export regulations. Supplier reserves the right to require the immediate removal from such work site of any personnel believed to have failed to complied or whose conduct or behavior is unacceptable or unprofessional or results in a security or safety breach.

All Subcontractor Personnel performing Services under this Contract will have a W-2 or 1099 relationship to the Subcontractor, or be no more than one relationship layer removed from the Subcontractor.

**B. Subcontractor Personnel Supervision**

Subcontractor and Supplier acknowledge that Subcontractor shall be and is the sole employer of Subcontractor personnel, and shall have sole responsibility to supervise, counsel, discipline, review, evaluate, set the pay rates of, provide (to the extent required by law) health care and other benefits for, and terminate the employment of Subcontractor personnel. Subcontractor warrants that it is and shall be the only entity to provide consideration to Subcontractor personnel pursuant to this Contract. Supplier shall have no responsibility to provide oversight, supervision, benefits, guarantees of employment, etc. for subcontractor personnel.

**7. REPRESENTATIONS AND WARRANTY OF SUBCONTRACTOR**

**A. Ownership**

Subcontractor has the right to provide the Services, including Deliverables, without violating or infringing any law, rule, regulation, copyright, patent, trade secret or other proprietary right of any third party.

**B. Performance**

- i). All Services shall be performed with care, skill and diligence, consistent with or above applicable professional standards currently recognized in its profession, and Subcontractor shall be responsible for the professional quality, technical accuracy, completeness and

coordination of all plans, information, specifications, Deliverables and Services furnished under this Contract;

- ii). The Services and Deliverables shall meet or exceed the requirements contained in any applicable order or SOW attached thereto;
- iii). The Services shall be performed in a professional manner;
- iv). Subcontractor warrants that the documentation which Subcontractor is required to provide under this Contract shall be sufficient in detail and content to allow a user, possessing sufficient technical knowledge, to understand fully the software or other Deliverables without reference to any other materials or information.

**C. Limited Warranty and Remedy**

During the Warranty Period Subcontractor warrants that the Deliverables do not contain any material errors and shall conform to the Requirements outlined in the SOW. Subcontractor shall correct all errors at no additional cost. If Subcontractor is unable to make the Deliverable conform, in all material respects, to the SOW Requirements within ten (10) days, or a time period mutually agreed upon or specified in the SOW, following written notification by Supplier, Subcontractor shall, at Supplier's request, accept return of such Deliverable and any other Related Deliverable(s) from the same SOW rendered unusable, and return all monies paid by Supplier for the non-conforming Deliverable and such other Related Deliverable(s) rendered unusable.

**D. Malicious Code**

Subcontractor agrees to use best efforts through quality assurance procedures to ensure that there are no computer viruses or undocumented features in any of the media or means used to deliver the Services. Subcontractor will use the best available means to scan any media on which Deliverables are provided to the Authorized User.

THE OBLIGATIONS OF SUBCONTRACTOR UNDER THIS SECTION ARE MATERIAL. SUBCONTRACTOR MAKES NO OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY CONCERNING MERCHANTABILITY OR FITNESS FOR ANY OTHER PARTICULAR PURPOSE.

**8. ORDERS AND COMPENSATION**

**A. Work Request Fulfillment Process**

Any and all Services provided pursuant to this Contract must be pursuant to a written order or SOW attached thereto, and such order or SOW must incorporate by reference all the terms and conditions contained in this Contract.

**B. Fees and Payment**

1. Payment terms are 30 days net payment from receipt of valid invoice for hourly based work performed as time and materials Staff Augmentation. An invoice is not considered valid until the hours reported have been approved within the VMS.
  - a. Subcontractor shall prepare and submit invoices based on approved time in the Peoplefluent VMS system for the previous calendar month. Subcontractor employee must enter time into the Peoplefluent VMS system on a weekly basis or as directed by the Supplier. In the event of a conflict between the invoice and the time entered on VMS, the approved time entered on VMS shall prevail.
  - b. Supplier shall use its best efforts to pay all properly prepared and submitted invoices within 30 calendar days from the date of receipt of such invoice by the Subcontractor. Supplier reserves the right to withhold payment until receipt of payment from the customer. The Supplier will notify the agency and the Subcontractor, in writing, of Supplier's intention to withhold payment and the reason.
  - c. Subcontractor shall pay their subcontractors within the same time frames and terms as noted in Section B.1 above.

2. Payment terms are seven days from the receipt of payment from Client, and receipt of valid invoice for fixed – price work performed as a fixed price SOW. An invoice is not considered valid until the milestones are approved within the VMS.

- a. Supplier shall use its best efforts to invoice the Client within seven (7) days from the receipt of a valid invoice from the Subcontractor. The Supplier will use commercially reasonable efforts to enforce payment from the Client.
- b. Notwithstanding, Supplier shall not be relieved of its obligation to pay Subcontractor if the Commonwealth's refusal to issue payment is based upon Supplier's failure to timely or properly invoice the Commonwealth.

Subcontractor understands and agrees that under no circumstances shall the Supplier be responsible for any sum(s) of money owed or owing to subcontractor for services rendered in the event that, for any reason or for no reason, the Customer denies to, refuses to, or is unable to pay the Supplier.

**C. Taxes**

Subcontractor shall be responsible for the payment of all taxes incurred by it as a result of this Agreement.

**D. Overtime**

No overtime premiums will be paid by Supplier for work which is performed under normal business hours (8:00 a.m. local time – 5:00 p.m. local time) in order to complete a task on time, unless otherwise agreed to in writing in advance by the Supplier and the Supplier's customer.

**E. Reimbursement of Expenses**

Subcontractor will only be reimbursed for such travel-related expenses, including transportation, meals, lodging and incidental expenses, which have been authorized by the Supplier, and the Supplier's customer in advance. For executive branch agencies, expenses will be reimbursable to Subcontractor at the then-current per diem amounts as published by the Virginia Department of Accounts (<http://www.doa.virginia.gov/>, or a successor URL(s)). For other public bodies, expense reimbursement will be governed by the Authorized User's travel policies.

**9. CONFIDENTIALITY**

**A. Treatment and Protection**

Each Party shall (i) hold in strict confidence all Confidential Information of any other Party, (ii) use the Confidential Information solely to perform or to exercise its rights under this Contract, and (iii) not transfer, display, convey or otherwise disclose or make available all or any part of such Confidential Information to any third-party. However, a Subcontractor may disclose the Confidential Information directly related to Services provided pursuant to this Contract as delivered by as delivered by or through Supplier to Subcontractor personnel that are bound by a non-disclosure agreement with each Subcontractor. Each Party shall take the same measures to protect against the disclosure or use of the confidential information as it takes to protect its own proprietary or confidential information as it takes to protect its own proprietary or confidential information (but in no event shall such measures be less than reasonable care.)

**B. Exclusions**

The term "Confidential Information" shall not include information that is:

- i). in the public domain through no fault of the receiving Party or of any other person or entity that is similarly contractually or otherwise obligated;
- ii). obtained independently from a third-party without an obligation of confidentiality to the disclosing Party and without breach of this Contract;
- iii). developed independently by the receiving Party without reference to the Confidential Information of the other Party; or

iv). required to be disclosed under The Virginia Freedom of Information Act (§§2.2-3700 et seq. of the Code of Virginia) or similar laws or pursuant to a court order.

**C. Return or Destruction**

Upon the termination or expiration of this Contract or upon the earlier request of the disclosing Party, the receiving party shall (i) at its own expense, (a) promptly return to the disclosing which may be Supplier's customer all tangible Confidential Information (and all copies thereof except the record required by law) of the disclosing party, or (b) upon written request from the disclosing party, destroy such Confidential Information and provide the disclosing party with written certification of such destruction, and (ii) cease all further use of the other party's Confidential Information, whether in tangible or intangible form.

**D. Confidentiality Statement**

All Subcontractor personnel, contractors, agents, and subcontractors performing Services pursuant to this Contract may be required to sign a confidentiality statement or non-disclosure agreement. Any violation of such statement or agreement shall be deemed a breach of this Contract and may result in termination of the Contract or any order or SOW issued hereunder.

**10. INDEMNIFICATION AND LIABILITY**

**A. Indemnification**

Subcontractor agrees to indemnify, defend and hold harmless Supplier their officers, directors, agents and employees ("Supplier's Indemnified Parties") from and against any and all third party claims, demands, proceedings, suits and actions, including any related liabilities, obligations, losses, damages, assessments, fines, penalties (whether criminal or civil), judgments, settlements, expenses (including attorneys' and accountants' fees and disbursements) and costs (each, a "Claim" and collectively, "Claims"), incurred by, borne by or asserted against any of Supplier's Indemnified Parties to the extent such Claims in any way relate to, arise out of or result from: (i) any intentional or willful conduct or negligence of any employee, agent, or subcontractor of Subcontractor, (ii) any act or omission of any employee, agent, or subcontractor of Subcontractor, (iii) breach of any representation, warranty or covenant of Subcontractor contained herein, (iv) any defect in the Deliverables or the Services, or (v) any actual or alleged infringement or misappropriation of any third party's intellectual property rights by any of the Deliverables or Services.

In the event of a Claim pursuant to any actual or alleged infringement or misappropriation of any third party's intellectual property rights by any of the Services or Deliverables, and in addition to all other obligations of Subcontractor in this Section, Subcontractor shall at its expense, either (a) procure for Supplier the right to continue use of such infringing Services or Deliverables; or (b) replace or modify such infringing Services or Deliverables with non-infringing deliverables or services satisfactory to Supplier. And in addition, Subcontractor shall provide Supplier with comparable temporary replacement deliverables and services, or reimburse Supplier for the reasonable costs incurred by Supplier in obtaining alternative deliverables and services in the event Supplier cannot use the affected Deliverable or benefit from the affected Services. If Subcontractor cannot accomplish any of the foregoing within a reasonable time and at commercially reasonable rates, then Subcontractor shall accept the return of the infringing Services or Deliverables, along with any other Services or Deliverables rendered unusable by any of Supplier's customers as a result of the infringing Services or Deliverables, and refund the price paid to Subcontractor for such components.

**B. Liability**

Subcontractor's liability to the Supplier under this Contract for breach of this Contract's confidentiality, security, or indemnification provisions shall be limited to the greater of two (2) times the value of the applicable Statement of Work or \$2,000,000. Subcontractor's liability to the Supplier under this Contract shall, for breach of this Contract by Subcontractor, if the breach arises from any intentional, willful, or negligent act or omission of any employee, agent, or

subcontractor of Subcontractor or if the damages are based on bodily injury, death, or damage to real property or tangible personal property be limited to (2) two times the annual value of the Suppliers MSA Contract with VITA. The limitation shall apply on a per-incident basis, it being understood that multiple losses stemming from the same root cause constitute a single incident.

EXCEPT FOR CLAIMS COVERED BY THE ABOVE DOLLAR LIMITATION, NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES UNDER THIS CONTRACT, INCLUDING (WITHOUT LIMITATION) LOSS OF PROFIT, INCOME OR SAVINGS, EVEN IF ADVISED OF THE POSSIBILITY THEREOF.

#### **11. SECURITY COMPLIANCE**

Subcontractor agrees to require all Subcontractor personnel to comply with all provisions of Supplier's then current security procedures for each applicable work location and as are pertinent to Subcontractor's operation and have been supplied to Subcontractor by Supplier and further agrees to comply with all applicable federal, state and local laws. Subcontractor shall indemnify, defend and hold Supplier, its officers, directors, employees and agents harmless from and against any and all fines, penalties (whether criminal or civil), judgments, damages and assessments including reasonable expenses suffered by, accrued against, or charged to or recovered from Supplier, its officers, directors, agents or employees, on account of the failure of Subcontractor to perform its obligations pursuant to this Section.

#### **12. INSURANCE**

Subcontractor shall purchase and maintain insurance for protection from claims under the Worker's Compensation Act and other statutory employee benefit provisions, which are applicable in Virginia.

- i). Commercial General Liability - \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
- ii). Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.
- iii). Employer's Liability - \$100,000.
- iv). Further, Subcontractor shall maintain errors and omissions coverage in the minimum amount of \$1,000,000. All of Subcontractor's policies shall be with a company rated A- or better by AM Best and SMSA Supplier shall be named as an additional insured. If the total contract dollar amount of all active fixed price SOWs awarded to your company exceeds \$1,000,000, you will need to increase your E&O coverage to equal that amount.

Subcontractor shall submit a Certificate of Insurance to Supplier evidencing the required insurance coverage and stating that thirty (30) days prior written notice must be given to Supplier before cancellation of the policy.

#### **13. GENERAL PROVISIONS**

##### **A. Relationship between Supplier and Subcontractor**

Subcontractor has no authority to contract for Supplier in any way to bind, to commit Supplier to any agreement of any kind, or to assume any liabilities of any nature in the name of or on behalf of Supplier. Under no circumstances shall Subcontractor or any of its employees, hold itself out as or be considered an agent or an employee of Supplier and Supplier shall have any duty to provide or maintain any insurance or other employee benefits on behalf of Subcontractor or its employees. Subcontractor represents and warrants that it is an independent contractor for

purposes of federal, state and local employment taxes and agrees that Supplier is not responsible to collect or withhold any federal, state or local employment taxes, including, but not limited to, income tax withholding and social security contributions, for Subcontractor. Subcontractor shall immediately pay all taxes lawfully imposed upon it with respect to this Contract or any Services provided pursuant to this Contract.

**B. Incorporated Contractual Provisions**

The then-current contractual provisions at the following URL are mandatory contractual provisions, required by law or by VITA, and that are hereby incorporated by reference: <http://www.vita.virginia.gov/uploadedFiles/SCM/StatutorilyMandatedTsandCs.pdf>

The contractual claims provision §2.2-4363 of the Code of Virginia and the required eVA provisions at <http://www.vita.virginia.gov/uploadedFiles/SCM/eVATsandCs.pdf> are also incorporated by reference.

The then-current terms and conditions in documents posted to the aforereferenced URLs are subject to change pursuant to action by the legislature of the Commonwealth of Virginia, change in VITA policy, or the adoption of revised eVA business requirements. If a change is made to the terms and conditions, a new effective date will be noted in the document title. Subcontractor is advised to check the URLs periodically.

Notwithstanding the foregoing, any and all terms contained in the MSA that relate to or refer to the Subcontractor are incorporated herein by reference. The MSA can be located at <http://www.vita.virginia.gov>, see Contract No. VA-130620-CAI.

**C. Governing Law**

This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia without regard to that body of law controlling choice of law. Any and all litigation shall be brought in the circuit courts of the Commonwealth of Virginia. The English language version of this Contract prevails when interpreting this Contract. The United Nations Convention on Contracts for the International Sale of Goods and all other laws and international treaties or conventions relating to the sale of goods are expressly disclaimed. UCITA shall apply to this Contract only to the extent required by §59.1-501.15 of the Code of Virginia.

**D. Dispute Resolution**

In the event that the Parties have any dispute, disagreement or cause of action (each, hereinafter, a "Dispute") arising pursuant to this Contract or any order or SOW attached thereto, the aggrieved party shall first try in good faith to resolve such dispute with the other Party before instituting any legal action with respect to such Dispute. If such informal efforts are unsuccessful, the Parties shall thereafter submit such dispute to non-binding mediation in accordance with the terms of this Section. Upon institution of any mediation (actual or constructive) the aggrieved Party shall promptly give notice to the other Party that it desires to mediate the Dispute. The aggrieved Party shall cooperate for a period of 90 days (or such shorter period as is necessary to avoid material financial harm to it or avoid prejudicing the enforceability of any of its legal rights) from the date that such notice is mailed (determined by postmark) to the other Party. Such mediation shall be administered by mutual agreement of the Parties, or in the absence of such mutual agreement, by the American Arbitration Association under its Commercial Mediation Procedures. In the event that such Dispute is not resolved to the satisfaction of the aggrieved Party within the time period contemplated above, then the aggrieved Party shall be free to engage in any legal process that it deems appropriate with respect to such Dispute. The foregoing shall not be implied to limit any response that the aggrieved Party may make in response to any lawsuit or other action initiated by the other Party.

In the event of any breach by Supplier, Subcontractor's remedies shall be limited to claims for damages and Prompt Payment Act Interest and, if available and warranted, equitable relief, all such claims to be processed pursuant to this Section. In no event shall Subcontractor's remedies include the right to terminate any license or support services hereunder.

**E. Notices**

Any notice required or permitted to be given under this Contract shall be in writing and shall be deemed to have been sufficiently given if delivered in person, or if deposited in the U.S. mails, postage prepaid, for mailing by registered, certified mail, or overnight courier service addressed to the addressees shown on the signature page. Either party may change its address for notice purposes by giving the other Party notice of such change in accordance with this Section.

**F. No Waiver**

Any failure to enforce any terms of this Contract shall not constitute a waiver.

**G. Assignment**

This Contract shall be binding upon and shall inure to the benefit of the permitted successors and assigns of each party thereto. Subcontractor may not assign, subcontract, delegate or otherwise convey this Contract or any of its rights and obligations hereunder, to any entity without the prior written consent of Supplier and any such attempted assignment or subcontracting without consent shall be void.

If any law limits the right of the Parties to prohibit assignment or nonconsensual assignments, the effective date of the assignment shall be thirty (30) days after the Subcontractor gives Supplier prompt written notice of the assignment, signed by authorized representatives of both the Subcontractor and the assignee. Any payments made prior to receipt of such notification shall not be covered by this assignment.

**H. Captions**

The captions are for convenience and in no way define, limit or enlarge the scope of this Contract or any of its Sections.

**I. Severability**

Invalidity of any term of this Contract, in whole or in part, shall not affect the validity of any other term. The Parties further agree that in the event such provision is an essential part of this Contract, they shall immediately begin negotiations for a suitable replacement provision.

**J. Survival**

The provisions of this Contract regarding License, Rights to Work Products, Warranty, Confidentiality, Liability and Indemnification, and the General Provisions shall survive the expiration or termination of this Contract.

**K. Force Majeure**

Neither Party shall be responsible for failure to meet its obligations under this Contract if the failure arises from causes beyond the control and without the fault or negligence of the non-performing Party. If any performance date under this Contract is postponed or extended pursuant to this section for longer than thirty (30) calendar days, Supplier by written notice given during the postponement or extension may terminate Subcontractor's right to render further performance after the effective date of termination without liability for that termination.

**L. Remedies**

The remedies set forth in this Contract are intended to be cumulative. In addition to any specific remedy, Supplier reserves any and all other remedies that may be available at law or in equity.

**M. Right to Audit**

Supplier reserves the right to audit those Subcontractor records that relate to the Services rendered or the amounts due Subcontractor for such Services under this Contract, as well as all applicable tax records related to local, state and federal taxes owed for Services provided under the Contract. Supplier's right to audit shall be limited as follows:

- i). Performed at Subcontractor's premises, during normal business hours at mutually agreed upon times; and
- ii). Excludes access to Subcontractor cost information.
- iii). No longer than 3 years from service performance date.

**N. Entire Contract**

This Contract and any prior NDA constitute the entire agreement between the Parties and supersedes any and all previous representations, understandings, discussions or agreements between Supplier and Subcontractor as to the subject matter thereof. This Contract may only be amended by an instrument in writing signed by Supplier and Subcontractor.

Supplier and Subcontractor each acknowledge that it has had the opportunity to review this Contract with its legal counsel.

Executed as of the last date set forth below by the undersigned authorized representatives of Supplier and Subcontractor.

(Name of Subcontractor)

Supplier - Computer Aid

By: \_\_\_\_\_

(Signature)

Name: \_\_\_\_\_

(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Address for Notice:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attention: \_\_\_\_\_

By: \_\_\_\_\_

(Signature)

Name: \_\_\_\_\_

(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Address for Notice:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attention: \_\_\_\_\_

**EXHIBIT D SOW TEMPLATE**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN**  
**VIRGINIA INFORMATION TECHNOLOGIES AGENCY**  
**AND**  
**COMPUTER AID, INC.**

Exhibit D is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit D and the Contract, the provisions of the Contract shall control.

**STATEMENT OF WORK # Insert SOR #**  
**SUBMITTED BY**  
**SUBCONTRACTOR NAME**  
**AS SUBCONTRACTOR TO**  
**COMPUTER AID, INC.**  
**FOR**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN THE COMMONWEALTH OF VIRGINIA**  
**AND**  
**COMPUTER AID, INC.**

**Please Read:** Instructions for using this template to draft a Statement of Work (SOW) are in ***red italics***. **Delete these instructions** after the appropriate text has been added to the Statement of Work. Contractual language is **not italicized** and should remain in the document unchanged unless specifically noted. Text that is highlighted in **blue** is variable based on the nature of the project. **Remove the highlighting after replacing the blue text.**

In this document, CAI is the Supplier, Authorized User is the Agency or Organization named in the Statement of Requirements (SOR), and the vendor creating this SOW is the Subcontractor to CAI. When drafting the SOW, use the word “Supplier” where you would typically use your company’s name. Appendices 3 and 4 are the exception to that rule, since those appendices are requesting information about the vendor’s personnel and company qualifications as the Subcontractor.

This Statement of Work is issued on behalf of **Authorized User**, hereinafter referred to as “Authorized User.” The objective of the project described in this Statement of Work is for Supplier to provide Authorized User with IT-related services and deliverables. The Statement of Requirements (SOR), Appendix 1, is incorporated into this agreement. The SOW and SOR may contain additional terms and conditions; however, to the extent that the terms and conditions of the SOR are inconsistent with the terms and conditions of the Contract or any modification thereto, the terms of the Contract shall supersede. The Order of Precedence is:

- I. Contract Including all modifications
- II. The SOW

### III. The SOR

#### 1. Project Scope and Understanding of the Requirements

Supplier acknowledges it has reviewed the SOR and has completed Appendix 2, the Compliance Checklist, indicating any and all constraints and qualifications of this solution. The project scope, as defined by Authorized User, is contained in the SOR. This section describes Supplier's understanding of the scope and requirements.

*Provide information on the scope of the project and Authorized User's requirements for this particular engagement including:*

- *general description of the solution*
- *project boundaries*
- *Authorized User-specific requirements*
- *special considerations for implementing technology at Authorized User's location(s)*
- *other characteristics of this project that must be addressed to ensure the success of the engagement*
- *provide Subcontractor Qualifications and References as Appendix 4.*

#### 2. Contract Products and Services to Support the Requirements

##### a. Solution Components

*List the solution components (hardware, software, etc.) provided by Supplier that will be used to support the requirements. Identify any special configuration requirements, and describe the system infrastructure to be provided by Authorized User. Provide an overview that reflects how the system will be deployed within Authorized User's environment.*

##### b. Services

*Provide information on the services (e.g., requirements development, solution design, configuration, installation) that will be provided by Supplier in the course of providing the solution. Include a description of the methodology you will use to accomplish the work.*

##### c. Training and Knowledge Transfer

*Provide an overview of training services to be provided to Authorized User and any special requirements for specific knowledge transfer to support Authorized User's successful implementation of the solution. If the intent is for Authorized User to become self-sufficient in operating or maintaining the solution, determine the type of training necessary, and develop a training plan, for such user self-sufficiency. Describe how Supplier will complete knowledge transfer in the event this Statement of Work is not completed due to actions of Supplier or the non-appropriation of funds for completion affecting Authorized User.*

##### d. Support

*Document the level of support, required by Authorized User to operate and maintain the solution. This may include conversion support, legacy system integration, transition assistance, solution maintenance (including maintenance level), or other specialized consulting to facilitate delivery or use of the solution.*

#### 3. Project Events and Tasks

*Provide a high-level overview of project events and tasks to be accomplished to deliver the required solution.*

#### 4. Period of Performance

Implementation of the solution will occur within **XX** months of execution of this Statement of Work. This includes delivery and installation all of products and services necessary to implement the Authorized User's solution, training, and any support, other than on-going maintenance services.

*Delete the following sentence if no maintenance services are required.*

The period of performance for maintenance services shall be XX year after implementation and may be extended for additional XX year periods, pursuant to and unless otherwise specified in the Contract.

## 5. Place of Performance

Tasks associated with this engagement will be performed at the Authorized User's location(s) in \_\_\_\_\_, Virginia, at Subcontractor's location(s) in Wherever, or other locations as required by the effort.

## 6. Supplier Personnel

Supplier and Authorized User agree that qualified and experienced personnel indicated as "Key Personnel" are critical to the performance of the project and that they will not be removed from this task without prior approval from Authorized User and that Authorized User will have the right of refusal for any personnel assigned to the Team. After task award, Supplier shall secure written approval from Authorized User prior to making any changes in Team personnel. Supplier will notify Authorized User, in writing, of any changes in the personnel assigned to the Team. The qualifications of new personnel should be equal to or exceed those of the replaced personnel. After task award, Authorized User may request replacement of Team personnel. Such requests will be in writing.

Qualifications and References for Subcontractor personnel are contained in Appendix 3, Subcontractor Personnel Qualifications and References.

*Identify staff by deliverable, milestone, or task. Include the proposed Staff by name, their role on the project, years of experience, and any applicable certifications.*

Deliverable, Milestone, or Task	Proposed Staff Resource	Project Role	Yrs. Of Experience	Certifications
Training Manual	Joe Smith	Trainer		

## 7. Milestones, Deliverables, Payment Schedule, and Holdbacks

The following table identifies milestone events and deliverables, the associated schedule, associated payments, any holdback amounts, net payments, and interdependent deliverables.

*The milestone events and deliverables listed in this table are examples and should be replaced as appropriate for the solution. This table becomes the payment schedule. If holdback is required, the final milestone deliverable payment should include the final deliverable's payment (without holdback) plus the total amount previously retained, as illustrated in the last deliverable payment in the table below. This table should also reflect deliverable interdependencies as defined in the SOR.*

*PLEASE NOTE: The payments listed in this table reflect the total amount that will be invoiced to the Authorized User and must include the Supplier's 8.5% MSP Fee. This fee is calculated as a percentage of the total amount invoiced to the Authorized User. To calculate total costs correctly, divide the Subcontractor's cost by 91.5%. For example, if the Subcontractor's cost for a deliverable is \$5,000.00, the total cost including the MSP fee is \$5,464.48 (\$5,000.00/.915).*

#	Milestone Event	Deliverable	Schedule	Payment	Holdback	Net Payment	Interdependent Deliverable(s)
1	Project kick-off meeting	---	Execution + 5 days	---	---	---	N/A
2	Site survey	Site survey report	Execution + 10 days	\$10,000	\$1,000	\$9,000	N/A

3	Installation of software complete	---	Execution + 20 days	---	---	---	N/A
4	Configuration and testing	Testing results	Execution + 20 days	\$10,000	\$1,000	\$9,000	N/A
5	Training	Training manual	Execution + 30 days	\$20,000	\$2,000	\$18,000	N/A
6	User Acceptance Testing complete	---	Execution + 30 days	---	---	---	N/A
7	Implementation complete	Solution	Execution + 45 days	\$10,000	(\$4,000)	\$14,000	N/A
TOTAL				\$50,000		\$50,000	

The total solution price shall not exceed \$US xxx.xx.

Supplier's invoices shall show holdback as indicated in the SOR. Following completion of solution implementation, Supplier shall submit a final invoice for the final milestone payment amount plus the total amount retained. The holdback will only be paid after acceptance of all deliverables by the Authorized User.

*The above paragraph should be deleted in its entirety if the SOR does not indicate a holdback requirement.*

In addition to the required deliverables specified in the SOR, Supplier will provide copies of any briefing materials, presentations, or other information developed to support this engagement.

If travel expenses are not included in the fixed price of the solution, such expenses shall be reimbursed in accordance with Commonwealth of Virginia travel policies as published by the Virginia Department of Accounts (<http://www.doa.virginia.gov/procedures/adminservices/capp/pdffdocs/20335.pdf>). In order to be reimbursed for travel expenses, Supplier must submit an estimate of such expenses to Authorized User for approval prior to incurring such expenses.

*The above paragraph relating to travel expenses should remain in the SOW only if the SOR indicates that travel expenses will be invoiced separately. If the Authorized User has indicated that no travel will be required, OR that travel expenses must be included in the fixed price of the SOW, please delete the above paragraph in its entirety.*

### Deliverable Acceptance Process

Each deliverable created under this Statement of Work will be delivered to Authorized User with a Deliverable Acceptance Receipt. This receipt will describe the deliverable and provide the Project Manager with space to indicate if the deliverable is accepted, rejected, or conditionally accepted. Conditionally Accepted deliverables will contain a list of deficiencies that need to be corrected in order for the deliverable to be accepted by the Project Manager. The Project Manager will have **ten (10)** days from receipt of the deliverable to provide Supplier with the signed Acceptance Receipt.

### 8. Acceptance Criteria

*As specified in the SOR, this section should reflect the mutually agreed upon UAT and/or other Acceptance Criteria specific to this engagement.*

### 9. Project Roles and Responsibilities

*Include the responsibility matrix, as documented in the SOR, indicating Subcontractor's understanding of the project roles and responsibilities.*

Responsibility Matrix	Supplier	Authorized User
(Responsibility 1)	✓	
(Responsibility 2)		✓
(Responsibility 3)	✓	

**10. Assumptions**

This section contains assumptions specific to this engagement.

*State assumptions here.*

**11. Security**

*Document any additional security requirements over and above the standard security requirements, and/or exceptions that apply to this project.*

**12. Performance Bond.**

*This section may be deleted in its entirety if Authorized User has determined that a performance bond is not necessary for this SOW.* As indicated in the SOR, Supplier shall post performance bond and provide a copy of the bond to Authorized user within (10) days of execution of this SOW Agreement. In the event that Supplier or any subcontractor or any officer, director, employee or agent of Supplier or any subcontractor or any parent or subsidiary corporation of Supplier or any subcontractor fails to fully and faithfully perform each material requirement of this SOW Agreement, including without limitation Supplier's obligation to indemnify Authorized User, the performance bond shall be forfeited to Authorized User. The bond shall be in a form customarily used in the technology industry and shall be written by a surety authorized to do business in Virginia and that is acceptable to Authorized User.

**13. Risk Management**

*Risk is a function of the probability of an event occurring and the impact of the negative effects if it does occur. Negative effects include schedule delay and increased costs.*

*Depending on the level of risk of this project, as assessed by Authorized User, this section may contain any or all of the following components, at a level of detail commensurate with the level of risk:*

*a) Identification of risk factors.*

*b) Initial risk assessment.*

*c) Risk management/mitigation plan, including determination of roles and responsibilities of Authorized User and Supplier.*

*d) Risk monitoring plan, including frequency and form of reviews, project team responsibilities, steering and oversight committee responsibilities, documentation.*

**14. Reporting**

*Specify the reporting and communications that will be performed between the Subcontractor and the Authorized User, at a minimum as specified in the SOR.*

**15. Point of Contact**

For the duration of this project, the following project managers shall serve as the points of contact for day-to-day communication:

*For the Supplier contact, enter the name of the CAI Account Manager responsible for this SOW (Christy Butcher or Sue Flaxman).*

Authorized User: [REDACTED]

Supplier: \_\_\_\_\_, CAI Account Manager

By signing below, both parties agree to the terms of this SOW.

**Supplier**

Supplier Name: Computer Aid, Inc.

By: \_\_\_\_\_  
(Signature)

Name: \_\_\_\_\_  
(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Authorized User**

Agency: \_\_\_\_\_

By: \_\_\_\_\_  
(Signature)

Name: \_\_\_\_\_  
(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Statement of Requirements (SOR)**  
**SOW Appendix 1**

*Cut and paste Authorized User's Statement of Requirements document here.*

## Compliance Checklist SOW Appendix 2

*Subcontractor is to indicate a "True" or "False" response to each item in the table below. An explanation and/or any constraints or qualifications must be included for any items answered "False"*

True	False	Statement	Explanation
		<p>This response meets all requirements specified in the SOR and SOW.</p> <p>If NO, then list any limitations, constraints, or qualifications to the requirements.</p>	
		<p>The Total Cost includes all costs for providing the services proposed in the SOW Response.</p> <p>If "False", then list any other costs that the Requestor must acquire to accomplish the proposed SOW Response.</p>	
		<p>The proposed cost includes the 8.5% MSP Fee. We understand that the Supplier will retain 8.5% of the total amount invoiced to the Authorized User.</p>	
		<p>We nor any of our subcontractors are a party excluded from Federal Procurement and Nonprocurement Programs.</p>	
		<p>No portion of this effort will be subcontracted.</p> <p>If "False", then list each subcontractor and the portion of the work that each subcontractor will perform.</p>	
		<p>No exceptions are taken to the terms and conditions contained in the SOW.</p> <p>If "False", please specify and explain any exceptions taken.</p>	

**Subcontractor Personnel Qualifications and References**  
**SOW Appendix 3**

*Include qualifications and references for Subcontractor personnel that will be assigned to the Project. References must be included if required in Section 13.a. of the Authorized User's SOR.*

**Subcontractor Qualifications and References**  
**SOW Appendix 4**

*Provide your company's qualifications as well as references, for projects of similar size and scope.*

**EXHIBIT E CHANGE ORDER/REQUEST TEMPLATE  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN  
VIRGINIA INFORMATION TECHNOLOGIES AGENCY  
AND  
COMPUTER AID, INC.**

Exhibit E is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit E and the Contract, the provisions of the Contract shall control.

**Authorized User**

**Project Name or Service**

**Peopleclick Requirement ID #: xxx**

**SOR/SOW # xxxx-yymmdd-0x-CAI**

**Change Request (CR)**

**Peopleclick Requirement ID # - xxxx**

**One line title/description of change**

CR Version **x.x**

**mm/dd/yy**

**CHANGE REQUEST (CR) INSTRUCTIONS (delete this instruction page when CR is completed):**

- Instructions for completing the CR are highlighted in **blue** text. Replace the **blue** text with the requested information then **remove the highlighting**. Contractual language is not highlighted and should remain in the document unchanged.
- Because the milestones entered in Peopleclick are associated with the purchase order and with the SOW milestone payment schedule that is part of the contract between CAI and the Authorized User and also part of the contract between CAI and the vendor, a change to the deliverables, schedule and/or pricing of the milestone must follow process to ensure that the invoicing and payments are correct.
- If a required change impacts the milestones, the updated Milestone table in the *Milestone Impact* section of the CR will replace the original Milestone table in Peopleclick to ensure proper invoicing. After engagement, all changes to milestones in Peopleclick must be made by CAI.
- A Change Request:
  - is required to document any change to a milestone's deliverables, schedule and/or pricing.
  - along with the associated SOR/SOW and any previous CRs, is a legally binding document that becomes part of the contract.
  - can document an increase OR decrease in price (e.g., the Authorized User eliminates a priced training course, so a "negative CR" is created to document the decreased contract price).
  - can also be a "no-cost CR" when the need arises to document a change to the SOW that does not affect cost (e.g., document a new additional Service Level Agreement).
- Once the CR is completed and the Vendor and Authorized User are in agreement, the following steps are taken to finalize the CR: (See the **SOW Process** for a detailed description of the *Exception: Change Request* process).
  - Vendor uploads the CR into Peopleclick
  - The CAI Account Manager works with the Vendor to ensure the CR is complete and ready to be presented to the Authorized User for execution.
  - CAI, as the Supplier, executes the CR with the Authorized User.
  - The CAI Account Manager sends the Vendor the final CR and a cover letter for signature, which serves as the agreement between subcontractor and CAI.
  - When both CRs are executed, the Authorized User follows established procedures to modify the Purchase Order (PO). A Change Order is generated.
  - CAI uses the Change Order to make the appropriate changes to the milestones in Peopleclick.

**Note:** In this document, CAI is the Supplier, Authorized User refers to the Agency or Organization, and the vendor is the Subcontractor.

# STATEMENT OF WORK (SOW) CHANGE REQUEST

CHANGE REQUEST IDENTIFIERS	
<b>SOR/SOW #:</b> xxxx-yymmdd-0x-CAI <b>PEOPLECLICK REQ ID #:</b> xxx <b>CHANGE REQUEST #:</b> Req ID#-xxxx <b>CAI CONTRACT #:</b> VA-130620-CAI	<i>Date of Submission:</i> mm/dd/yy
<b>Originator of Change Request:</b> Name, Company	<b>Originator Contact Information:</b> <b>Name:</b> Originator Name <b>Phone #:</b> Originator's Phone # <b>E-mail Address:</b> Originator's e-mail address

PURPOSE OF CHANGE REQUEST
The purpose of this CR is to modify the referenced SOW under Contract Number VA-130620-CAI between the Commonwealth of Virginia and Computer Aid, Inc. Add a brief one or two sentence description of the change being requested.

REQUESTED CHANGE
<p>Describe in detail the change being requested. Include, as appropriate,:</p> <ul style="list-style-type: none"> <li>any background information that will help the reader understand the change</li> <li>the increase or decrease in scope, if any</li> <li>the charges associated with making this change (increase, decrease, no change)</li> <li>new tasks, activities, milestones and/or deliverables that may be required to implement the change</li> <li>additional resources required, if needed</li> <li>any change to the period of performance, if any</li> <li>any dependencies that could affect the successful implementation of the change</li> </ul> <p>The total solution price shall not exceed \$US xxx.xx.</p>

JUSTIFICATION FOR CHANGE
Describe why this change is required and the impact of not implementing this change.

**MILESTONE IMPACT**

Does this change impact the original Milestone Payment Schedule in Peopleclick?

☐ Yes ☐ No (Check one box)

**If Yes, complete the following:**

The following table identifies the deliverable, schedule and/or pricing changes to the SOW milestones and associated payment schedule, any holdback amounts and net payments as a result of the requested change. This revised payment schedule will replace the original payment schedule for the remaining Milestones/Deliverables documented In Peopleclick.

Milestone Event	Deliverable	Schedule	Payment	Holdback	Net Payment

**EVALUATION**

**Priority of Change:** ☐ High ☐ Medium ☐ Low

**Cost Impact:** \$ xxx.xx or \$0.0 if no-cost CR

**Schedule Impact:** Schedule change or 'None'

**IMPLEMENTATION AND APPROVALS**

**Decision:** ☐ Accept ☐ Reject ☐ Revise (Check one box)

Supplier and Authorized User agree that the complete agreement between us for these Services consists of 1) this Change Request, 2) any previously approved Change Requests, 3) the Statement of Work and the agreements that the SOW is governed by.

This CR offer is valid until Month xx, 201x.

**SUPPLIER**

By: \_\_\_\_\_  
(Signature)

Name: \_\_\_\_\_  
(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**AUTHORIZED USER**

By: \_\_\_\_\_  
(Signature)

Name: \_\_\_\_\_  
(Print)

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT F JOB RATE CARDS/PRICING**  
**CONTRACT NUMBER VA-130620-CAI**  
**BETWEEN**  
**VIRGINIA INFORMATION TECHNOLOGIES AGENCY**  
**AND**  
**COMPUTER AID, INC.**

Exhibit F is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit F and the Contract, the provisions of the Contract shall control.

For job descriptions, refer to Attachment 1 to this Exhibit F. All rates included herein contain the Suppliers MSP fee of 8.68%.

<b>Regions</b>				
Northern Virginia (Region 2)	Counties: Arlington, Fairfax, Loudoun and Prince William; Cities and towns: Alexandria, Fairfax, Falls Church, Manassas and Manassas Park, Clifton, Dumfries, Hamiton, Haymarket, Herndon, Hillsboro, Leesburg, Lovettsville, Middleburg, Occoquan, Purcellville, Quantico, Round Hill and Vienna			
Virginia (Region 1)	All other areas of Virginia			

<b>Job Category</b>	<b>Position</b>	<b>Region 1 Bill Rate (Not to Exceed)</b>	<b>Region 2 "NOVA" Bill Rate (Not to Exceed)</b>
Applications	Analyst 1	\$38.75	\$48.73
	Analyst 2	\$53.22	\$58.42
	Analyst 3	\$69.30	\$75.51
	Analyst 4	\$85.93	\$93.14
	Analyst 5	\$87.03	\$94.30
	Analyst 6	\$100.37	\$108.73
	Programmer 1	\$48.71	\$53.52
	Programmer 2	\$51.23	\$56.27
	Programmer 3	\$58.56	\$64.13

		Programmer 4	\$68.48	\$74.65
		Programmer 5	\$88.59	\$95.95
		Programmer 6	\$100.48	\$108.78
	Software Test Analyst	Analyst 1	\$40.17	\$44.16
		Analyst 2	\$45.11	\$49.59
		Analyst 3	\$55.91	\$61.31
		Analyst 4	\$57.63	\$63.14
		Analyst 5	\$70.30	\$76.56
	Technical Writer	Technical Writer 1	\$33.58	\$38.62
		Technical Writer 2	\$35.55	\$40.95
		Technical Writer 3	\$44.65	\$51.61
	Business Analyst	Analyst 1	\$42.54	\$46.78
		Analyst 2	\$44.59	\$49.00
		Analyst 3	\$54.23	\$59.49
		Analyst 4	\$73.43	\$81.49
		Analyst 5	\$81.92	\$88.86
	System Analyst	Analyst 1	\$40.97	\$45.03
		Analyst 2	\$43.17	\$47.46
		Analyst 3	\$56.18	\$61.60
		Analyst 4	\$71.62	\$77.97
		Analyst 5	\$84.78	\$91.90
		Analyst 6	\$95.90	\$103.84
	Software Solutions Architect		\$79.39	\$86.18
	Intelligent Transportation Systems Specialist		\$39.13	\$43.61
	ERP Analyst	ERP Analyst 1	\$45.66	\$50.21
		ERP Analyst 2	\$54.56	\$59.84
		ERP Analyst 3	\$71.24	\$77.70
ERP Analyst 4		\$88.22	\$96.18	
ERP Analyst 5		\$115.35	\$125.78	
ERP Developer	ERP Developer 1	\$55.79	\$61.17	
	ERP Developer 2	\$64.28	\$70.14	
	ERP Developer 3	\$79.53	\$86.79	
	ERP Developer 4	\$96.10	\$104.87	
	ERP Developer 5	\$121.36	\$132.23	
ERP Database Administrator	ERP Database Administrator 1	\$61.72	\$68.97	
	ERP Database Administrator 2	\$71.27	\$79.45	
	ERP Database Administrator 3	\$88.34	\$98.25	
	ERP Database Administrator 4	\$103.24	\$114.69	
	ERP Database Administrator 5	\$127.84	\$141.99	
ERP Project Manager	ERP Project Manager 1	\$109.71	\$117.70	
	ERP Project Manager 2	\$119.62	\$128.17	

		ERP Project Manager 3	\$135.62	\$145.11
	Geographic Information System	Geospatial Projects Manager	\$85.26	\$91.33
		GIS Analyst	\$79.16	\$84.89
		Specialist 1	\$56.71	\$62.15
		Specialist 2	\$66.48	\$72.54
		Technician Trainee	\$44.32	\$48.73
		Technician I	\$47.33	\$52.02
		Technician 2	\$50.28	\$55.23
		Technician 3	\$53.10	\$58.30
	Graphic Designer	Graphic Designer 1	\$36.50	\$40.95
		Graphic Designer 2	\$39.80	\$44.71
	Website Developer	Website Developer 1	\$51.54	\$56.61
		Website Developer 2	\$55.58	\$60.95
	Webmaster	Webmaster 1	\$52.64	\$57.79
		Webmaster 2	\$56.77	\$62.23
Data Management	Database Architect	Database Architect 1	\$61.46	\$67.23
		Database Architect 2	\$74.57	\$81.08
		Database Architect 3	\$85.85	\$97.74
		Database Architect 4	\$99.52	\$107.56
	Data Warehouse Architect	Data Warehouse Architect 1	\$64.50	\$70.45
		Data Warehouse Architect 2	\$81.79	\$88.72
		Data Warehouse Architect 3	\$84.23	\$91.31
	Database Administrator	Database Administrator 1	\$51.35	\$57.43
		Database Administrator 2	\$64.23	\$71.72
		Database Administrator 3	\$72.23	\$80.50
		Database Administrator 4	\$82.42	\$91.71
Project Management	Project Manager	Project Manager 1	\$66.30	\$71.66
		Project Manager 2	\$79.71	\$85.71
		Project Manager 3	\$108.66	\$115.56
		Project Manager 4	\$112.90	\$119.64
		Project Manager 5	\$118.74	\$125.56
	Project Lead	Project Lead 1	\$60.43	\$66.13
		Project Lead 2	\$68.70	\$74.87
	Project Coordinator		\$34.52	\$37.54
Telecom and Computer Networking	Network Administrator	Network Administrator 1	\$40.15	\$44.12
		Network Administrator 2	\$43.94	\$48.31
		Network Administrator 3	\$47.40	\$52.10
	Network Architect	Network Architect 1	\$59.69	\$65.35
		Network Architect 2	\$66.98	\$73.06
		Network Architect 3	\$82.70	\$89.70
	Network Engineer	Network Engineer 1	\$45.28	\$44.67

		Network Engineer 2	\$49.66	\$49.02
		Network Engineer 3	\$59.34	\$58.52
		Network Engineer 4	\$81.28	\$88.18
	Public Safety Consultant		\$59.22	\$64.21
	Radio Engineer		\$72.93	\$80.44
Customer / Technical Support	Help Desk	Help Desk 1	\$31.24	\$34.24
		Help Desk 2	\$36.06	\$39.61
		Help Desk 3	\$40.69	\$44.72
	Technical Support	Technical Support 1	\$45.06	\$49.54
		Technical Support 2	\$51.54	\$56.60
		Technical Support 3	\$58.20	\$63.74
	Infrastructure Solutions Architect	Infrastructure Solutions Architect 1	\$68.87	\$76.10
		Infrastructure Solutions Architect 2	\$72.77	\$80.28
		Infrastructure Solutions Architect 3	\$84.13	\$92.48
		Infrastructure Solutions Architect 4	\$97.25	\$106.51
		Infrastructure Solutions Architect 5	\$110.69	\$119.67
	System Administrator	System Administrator 1	\$46.34	\$50.94
		System Administrator 2	\$53.99	\$59.25
		System Administrator 3	\$60.07	\$65.75
IT Security	IT Security Analyst	IT Security Analyst 1	\$45.63	\$50.14
		IT Security Analyst 2	\$55.68	\$61.06
		IT Security Analyst 3	\$58.14	\$63.69
		IT Security Architect 1	\$52.62	\$58.83
		IT Security Architect 2	\$55.40	\$61.87
	Security Auditor		\$117.54	\$129.00
IT Management Services	Business Continuity Planner		\$80.29	\$87.14
	Business Process Reengineering		\$85.17	\$94.87
	Enterprise Architect		\$109.28	\$119.12
	IT Strategist		\$93.43	\$100.21
	IT Auditor	IT Auditor 1	\$38.63	\$42.91
		IT Auditor 2	\$42.36	\$47.06
		IT Auditor 3	\$55.52	\$61.54
		IT Auditor 4	\$62.26	\$68.78
		IT Auditor 5	\$78.98	\$86.58

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## APPLICATIONS

### 1. Programmer Analyst

- Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems. Evaluates user request for new or modified program, such as for financial or human resource management systems, clinical research trial results, statistical study of traffic patterns, or analyzing and developing specifications for bridge design, to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Consults with user to identify current operating procedures and clarify program objectives. Formulates plan outlining steps required to develop program, using methodologies such as structured analysis and design or object-oriented development.
- Work involves assisting in analyzing systems outlines to develop programs for computer applications, writing solution programs, documenting the methods and procedures used in program development, and testing and correcting programs. Works under moderate supervision with limited latitude for the use of initiative and independent judgment. Develops block diagrams and machine logic flowcharts to represent operations and data flow for applications.
- Captures requirements using industry standard development frameworks and tools. Designs reports, forms and letters along with computer terminal screen displays to accomplish goals of user request. Reviews screens, reports, forms and letters designs with users. Converts project specifications, using industry standard tools, such as object-oriented tools and code generation, into sequence of detailed instructions and logical steps for coding into language processable by computer, applying knowledge of computer programming techniques and computer languages.
- Enters program codes into computer system. Enters commands into computer to run and test program. Reads computer printouts or observes display screen to detect syntax or logic errors during program test, or uses diagnostic software to detect errors. Replaces, deletes, or modifies codes to correct errors. Analyzes, reviews and alters program to increase operating efficiency or adapt to new requirements. Writes documentation to describe program development, logic, coding, and corrections. Writes manual for users to describe installation and operating procedures. Assists users to solve operating problems. Recreates steps taken by user to locate source of problem and rewrites program to correct errors. May use computer-aided software tools in each stage of system development. May train users to use program. May oversee installation of hardware and software. May provide technical assistance to program users. May install and test program at user site. May monitor performance of program after implementation. May specialize in developing programs for business or technical applications.

Programmer Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment

Programmer	
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Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Programmer Analyst 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, may lead and direct the work of others, a wide degree of creativity and latitude is expected.

Programmer Analyst 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, may lead and direct the work of others, a wide degree of creativity and latitude is expected.

Programmer Analyst 5	
Years of Experience	Advanced experience in the IT industry and as a programmer analyst.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry.

Programmer Analyst 6	
Years of Experience	Advanced experience in the IT industry and as a programmer analyst
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and make recommendations on the use of the specialty technologies and integration within the organization's architecture.

## 2. Programmer

- Converts data from project specifications and statements of problems and procedures to create or modify computer programs. Prepares, or receives detailed specifications to describe sequence of steps that program must follow and input, output, and logical operations involved. Analyzes specifications, applying knowledge of computer capabilities, subject matter, and symbolic logic. Confers with supervisor and representatives of departments concerned with program to resolve questions of program intent, data input, output requirements, and inclusion of internal checks and controls. Converts detailed specifications to language processable by computer. Enters program codes into computer system. Inputs test data into computer. Observes computer monitor screen to interpret program operating codes. Corrects program errors, using methods such as modifying program or altering sequence of program steps. May prepare computer block diagrams and machine logic flowcharts for detailed coding of problems, and provides for the documentation of programming work.
- Writes instructions to guide operating personnel during production runs. Analyzes, reviews, and rewrites programs to increase operating efficiency or to adapt program to new requirements. Compiles and writes documentation of program development and subsequent revisions. May assist computer operator to resolve problems in running computer program. May work with System Analyst to obtain and analyze project specifications. May direct and coordinate work of others to write, test, and modify computer programs. Work involves writing programs to solve problems, documenting the methods and procedures used in program development, and testing and correcting programs. Work involves analyzing system outlines to develop programs for computer applications; writing solution programs; May train others. Works under general supervision with limited latitude for the use of initiative and independent judgment. Analyzes proposed computer applications in terms of equipment requirements and capabilities. Assists in developing solutions to software-related problems. May assist in the generation or installation of systems software.
- Prepares test data. May assist in writing and maintaining functional and technical specifications. Experience in computer programming work. Knowledge of the principles, practices, and techniques of computer programming and systems analysis, of computer operations procedures and systems, and of computer programming languages. Skill in the use of computer equipment. Ability to design programs and systems architecture; to prepare program specifications; to code, test, and debug computer programs; to interpret technical information relating to computer programming and other areas of data processing; and to communicate effectively.

Programmer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Programmer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Programmer 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Programmer 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Programmer 5	
Years of Experience	Advanced experience in the IT industry and as a programmer.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry.

Programmer 6	
Years of Experience	Advanced experience in the IT industry and as a programmer.
Job Description	Includes descriptions detailed earlier as well as programmer analyst experience in specialized IT technologies which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and make recommendations on the use of the specialty technologies and integration within the organization's architecture.

### 3. Software Test Analyst

- Develops, publishes, and implements test plans. Writes and maintains test automation. Evaluates, recommends, and implements automated test tools and strategies. Develops, maintains, and upgrades automated test scripts and architectures for application products. Also writes, implements, and reports status for system test cases for testing. Analyzes test cases and provides regular progress reports. Participates in the testing process through test review and analysis, test witnessing and certification of software.

Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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<b>Analyst 2</b>	
<b>Years of Experience</b>	4-7 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>

<b>Analyst 3</b>	
<b>Years of Experience</b>	7-10 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and</p>

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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<b>Analyst 4</b>	
<b>Years of Experience</b>	11-14 years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>

<b>Analyst 5</b>	
<b>Years of Experience</b>	15 or more years of experience in the field.
<b>Job Description</b>	<p>Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and</p>

	<p>efficiently.</p> <p>Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Identifies differences between establishment standards and user applications and suggests modifications to conform to standards. Sets up tests at request of user to locate and correct program operating error following installation of program. Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.</p>
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#### 4. Technical Writer

- Develops and maintains user and technical documentation and project process documentation for Application Teams. Understands the user's view of applications and /or technology and is able to put procedures in a logical sequence. Provides expertise on technical concepts of applications and /or user groups and structuring procedures in a logical sequence, due to a broad understanding of the applications. Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document.
- Develop, enhance, and maintain user documentation for multiple applications including documentation required for the operations provider. Develop on-line source documentation as appropriate. Maintain documentation libraries and subscription lists. Identify, create, revise, and maintain documentation and templates. Ensure appropriate control access/use of documentation materials. Maintain application and user documentation. Ensure messages and terminology is consistent across all written materials. Research and complete documentation service requests. Communicate accurate and useful status updates. Manage and report time spent on all work activities. Follow quality standards. Ability to work in a team environment. Strong communication skills; both written and spoken.
- Composes technical documents, manuals, bulletins, brochures, publications, training manuals, and special reports. Organizes and coordinates the composition of material and drafting of forms suitable for reproduction. Reviews and edits prepared material and illustrations. Develops and refines material for publication in journals and periodicals. Prepares informational material for release to the mass media. Works with agency staff in the development of formats, graphics, and the layout of publications. Assists agency staff in preparing and refining material for speeches and other public presentations. May research product design, capabilities, and compatibility ranges.
- May oversee the writing, editing, publishing, and distribution of specification documents. May review various resources and prepare analyses or summaries. May train others. Experience in technical writing, journalism, or communications work. Knowledge of the techniques and methods of planning, organizing, and writing various types of materials; of research methodology; and of departmental policies, procedures, and regulations. Skill in the use of office equipment. Ability to conduct research; to compose, review, illustrate, and edit technical documents, materials, and reports; to communicate effectively; and to train others.

Technical Writer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Technical Writer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Technical Writer 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 5. Business Analyst

- Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Experienced with business process reengineering and identifying new applications of technology to business problems to make business more effective. Familiar with industry standard (including Legacy, Core, and Emerging technologies), business process mapping, and reengineering. Prepares solution options, risk identification, and financial analyses such as cost/benefit, ROI, buy/build, etc. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs.
- Prepare and document Functional and Technical Specifications for reporting and data warehouse work. Assist with business warehouse/intelligence support and enhancements. Develops RFPs. Assist in deployment and management of end-user reporting tools and platforms. Work with IT and business project teams to understand reporting and data warehousing requirements and propose solutions. Document and provide knowledge transfer to the rest of the Enterprise Reporting Team for all solutions.
- Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Familiar with relational database concepts, and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Business Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Business Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Business Analyst 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Business Analyst 4	
Years of Experience	12-15 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Business Analyst 5	
Years of Experience	16 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 6. System Analyst

- Understands business objectives and problems, identifies alternative solutions, performs studies and cost/benefit analysis of alternatives. Analyzes user requirements, procedures, and problems to automate processing or to improve existing computer system: Confers with personnel of organizational units involved to analyze current operational procedures, identify problems, and learn specific input and output requirements, such as forms of data input, how data is to be summarized, and formats for reports. Writes detailed description of user needs, program functions, and steps required to develop or modify computer program. Reviews computer system capabilities, specifications, and scheduling limitations to determine if requested program or program change is possible within existing system.
- Studies existing information processing systems to evaluate effectiveness and develops new systems to improve production or specifications as required. Prepares specifications to detail operations to be performed by equipment and computer programs and operations to be performed by personnel in system. Conducts studies pertaining to development of new information systems to meet current and projected needs. Plans and prepares technical reports, memoranda, and instructional manuals as documentation of program development. Upgrades system and corrects errors to maintain system after implementation. May assist computer programmer in resolution of work problems related to project specifications, or programming. May direct and coordinate work of others to develop, test, install, and modify programs.
- Provides technical assistance and support for applications and hardware problems and for information sharing with external entities in a customer service environment. Provides field coordination and planning for the effective use of management information systems. Determines operational, technical, and support requirements for the location, installation, operation, and maintenance of various office equipment and systems. Prepares charts, diagrams, tables, and flowcharts. Details input and output record formats for computer programs. Assists in formulating logical descriptions of problems and devising optimum solutions. Assists in the design, development, and maintenance of various computer applications. May provide support and make recommendations for information technology systems processes associated with software technology planning, development, implementation, system security, and interfaces.
- Graduation from an accredited four-year college or university with major course work in computer science, computer information systems, or management information systems is generally preferred. Knowledge of the limitations and capabilities of computer systems and of the techniques used in the design of non-automated systems, of information technology equipment, of applicable programming languages, of computer hardware and software, of computer operating systems, of writing program code, and of automated mapping. Ability to analyze systems and procedures, to write and revise standards and procedures, to communicate effectively, and to train others.

System Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

System Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with

	considerable latitude for the use of initiative and independent judgment.
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<b>System Analyst 3</b>	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

<b>System Analyst 4</b>	
Years of Experience	10 or more years of experience in the field.
Job Description	Advanced experience in the field.

<b>System Analyst 5</b>	
Years of Experience	12 or more years of experience in the field.
Job Description	Proven experience with complex concepts, practices, and procedures within the IT industry. Relies on advanced experience and judgment to plan and accomplish goals.

<b>System Analyst 6</b>	
Years of Experience	14 or more years of experience in the field.
Job Description	Proven experience with complex concepts, practices, and procedures within the IT industry. Relies on advanced experience and judgment to plan and accomplish goals. Works independently and cooperatively with management and stakeholders.

## 7. Software Solutions Architect

<b>Solutions Architect</b>	
Years of Experience	5 or more years of experience in the field.
Job Description	Lead and manage the design, implementation and delivery of system and software architecture designs, strategies and quality assurance plans. Design, prototype, develop and implement to achieve business results for the client. Experienced expert able to lead and deliver solutions using object-oriented, service-oriented architecture, and n-tier architectures. Adopt, develop, and execute a robust software development lifecycle, using industry best practices. Follows both the Commonwealth and industry best practices for software engineering. - Leads in the development of long term technology strategy and planning for the entire organization leveraging existing and acquiring new resources. Leads and actively participates on project teams, clarifying business needs and requirements, performing analysis, design, development, integration, and maintenance of

	systems across the enterprise. Willing and able to engage with other internal organizations to maximize delivery capabilities and provide value to clients. Participates and leads the development of delivery approach, and labor and cost estimates. Manage projects or tasks using the Commonwealth and industry project delivery methodologies and best practices. Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.
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## 8. Intelligent Transportation Systems Specialist

Intelligent Transportation Systems (ITS) Specialist	
Years of Experience	5 or more years of experience in the field
Job Description	<p>Design, plan, manage, and implement, and review Intelligent Transportation Systems (ITS ) and Transportation/Traffic Management Centers. Participate in the design, layout, modification, and fabrication of the ITS components used in the Commonwealth transportation infrastructure; recommend ITS equipment specifications; assist in developing operating procedures for ITS devices; read diagrams, blueprints, manuals, and specifications for new installations and continual maintenance of ITS devices; make corrections to schematics and blueprints; assist contractors and other agencies with installation of new devices and system expansion.</p> <p>Make independent technical decisions in the course of day to day activities.</p> <p>Design, lead and participate in complex field and bench testing procedures on a variety of ITS equipment, such as closed circuit television systems, traffic system control units, trailblazer signs, dynamic message signs, radio communication facilities, conflict monitors, incident detection systems, load switches, inductive vehicle detection systems, power service assemblies, and others; test, troubleshoot, and repair ITS equipment to component level of micro processing systems; maintain and service a variety of test and repair equipment.</p> <p>Train assigned staff in proper work methods and techniques and in the set up and use of equipment.</p> <p>Document all ITS devices in the freeway and arterial infrastructure.</p> <p>Assist Traffic Management Center staff within the center as needed with the operation of the ITS facilities.</p>

## 9. ERP Analyst

ERP Analyst 1	
Years of Experience	0-2
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

ERP Analyst 2	
Years of Experience	2-4
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager

ERP Analyst 3	
Years of Experience	4-6
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Analyst 4	
Years of Experience	6-8
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Analyst 5	
Years of Experience	8+
Job Description	Assists with the development and maintenance of the Enterprise Resource Planning (ERP) program. Customizes and configures workflow to allow the integration of client/server applications. Tests ERP layout to ensure the system is meeting corporate needs. May require a bachelor's degree. Familiar with a variety of the

	field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
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## 10. ERP Developer

ERP Developer 1	
Years of Experience	2-4
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Developer 2	
Years of Experience	4-6
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Developer 3	
Years of Experience	6-8
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

ERP Developer 4	
Years of Experience	8-10

Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
ERP Developer 5	
Years of Experience	10+
Job Description	Reviews, analyzes, and modifies the programming systems including encoding, testing, and debugging to support an organization's Enterprise Resource Planning (ERP) applications. Ensures that software can be completely integrated into the ERP system. Designs new modules to improve system efficiency. May require a bachelor's degree. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

## 11. ERP Database Administration

ERP Database Administrator 1	
Years of Experience	1-3
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 2	
Years of Experience	3-5
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to

	plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.
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ERP Database Administrator 3	
Years of Experience	5-7
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 4	
Years of Experience	7-10
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

ERP Database Administrator 5	
Years of Experience	10+
Job Description	Administers, maintains, develops and implements policies and procedures for ensuring the security and integrity of the company's Enterprise Resource Planning (ERP) database. Implements data models and database designs, data access and table maintenance codes; resolves ERP database performance issues, database capacity issues, replication, and other distributed data issues. May require a bachelor's degree. Familiar with standard concepts, practices, and procedures within a particular field. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a manager. A certain degree of creativity and latitude is required.

## 12. ERP Project Manager

ERP Project Manager 1	
Years of Experience	1-7
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.</p> <p><a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a></p>

ERP Project Manager 2	
Years of Experience	8-10
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and</p>

	<p>ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.</p> <p><a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a></p>
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ERP Project Manager 3	
Years of Experience	11+
Job Description	<p>Develops, plans, and implements the Enterprise Resource Planning (ERP) system. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable. May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns</p>

	responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers. <a href="http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589">http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589</a>
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### 13. Geospatial Projects Manager

Geospatial Projects Manager	
Years of Experience	A minimum of three years of professional experience is required in Geographical Information System (GIS), cartography, CADD, or a related field. A minimum of three years of professional experience as a project manager for geospatial projects is required.
Job Description	Lead and direct cross-functional teams to deliver complex geospatial projects within the constraints of schedule, budget and scope. Assess desired outcomes and identify user requirements and needs. Design geospatial solutions, including geo-database schema, system requirements, system configuration and application functional requirements. Develop and obtain approval of project plans according to accepted practices and procedures. Integrate resources and develop additional resources to facilitate, manage and execute geospatial projects. Facilitate stakeholder communications, project reporting, and project oversight. Manage project closeout and the development of operations and support plans for geospatial data and application maintenance. Provide technical oversight and develop standards for geospatial data and applications.

### 14. Geographic Information System Analyst

Geographic Information System Analyst	
Years of Experience	A minimum of two years of professional experience is required in GIS, cartography, CADD, or a related field.
Job Description	Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing complex spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial basemap information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

### 15. Geographic Information System Specialist 1

Geographic Information System Specialist 1	
Years of Experience	Two (2) years of professional experience is required in GIS, cartography, CADD, or a related field.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites) in addition to performing simple spatial analyses. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a “consultant” to internal customers during their use, development and quality assessment of spatial databases.

### 16. Geographic Information System Specialist 2

Geographic Information System Specialist 2	
Years of Experience	3-4 years of experience in the field or in a related area.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites) in addition to performing simple spatial analyses. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a “consultant” to internal customers during their use, development and quality assessment of spatial databases.

### 17. Geographic Information System Technician Trainee

Geographic Information System Technician Trainee	
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Years of Experience	One year of professional experience related to GIS, cartography, CADD, or a related field, or a minimum of six undergraduate credit hours in GIS, cartography or CADD.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata forms and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data.

### 18. Geographic Information System Technician I

Geographic Information System Technician I	
Years of Experience	A minimum of two (2) years of successful experience at the equivalent of the GIS Trainee level.
Job Description	Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data.

### 19. Geographic Information System Technician II

Geographic Information System Technician II	
Years of Experience	A minimum of three (3) years of professional experience in GIS, cartography, CADD, or a related field.
Job Description	Perform specialized technical work in support of complex GIS applications. Implement geo-databases, establish recovery plans, and monitor geo-database performance. Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing simple spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

## 20. Geographic Information System Technician III

Geographic Information System Technician III	
Years of Experience	A minimum of four (4) years of professional experience in GIS, cartography, CADD, or a related field.
Job Description	Perform specialized technical work in support of complex GIS applications. Implement geo-databases, establish recovery plans, and monitor geo-database performance. Write programs and develop user interfaces, menus, and macro-level commands to meet user needs in addition to performing simple spatial analyses and producing reports according to customer specifications. Assist in the development of geographic information systems that create, maintain, or leverage geospatial base-map information. Conduct geographic information system (GIS) program activities, utilizing GIS hardware and software to produce maps, spatial databases and thematic data (such as wetlands, road centerlines, cadastre, and historic sites). Create, adjust, correct, convert and distribute base maps and thematic data. Digitize and maintain spatial databases; document procedures, validate data for accuracy and completeness, complete approved metadata and produce maps of the resulting information. Evaluate information and data from outside sources to determine the quality of the data. Act as a "consultant" to internal customers during their use, development and quality assessment of spatial databases.

## 21. Graphic Designer

Graphic Designer 1	
Years of Experience	Less than five years industry experience.
Job Description	Ability to assemble and create images for use with electronic and print publishing. Strong understanding of visual identifies and application of logos and identity marks.
Graphic Designer 2	
Years of Experience	5-7 years industry experience.
Job Description	Advanced experience in the use of various design software and technologies; advanced understanding of electronic design standards and techniques.

## 22. Website Developer

Website Developer 1	
Years of Experience	Five years industry experience.
Job Description	Perform specialized programming and technical work for website and Internet development.
Website Developer 2	
Years of Experience	5-7 years industry experience.
Job Description	Perform advanced programming and technical development for website and Internet development

## 23. Webmaster

Webmaster 1	
Years of Experience	Five years industry experience.
Job Description	Experience maintaining multiple websites. Responsibilities include publishing, examining traffic patterns and transactions, and maintaining usability standards.
Webmaster 2	
Years of Experience	More than five years of industry experience.
Job Description	Advanced experience maintaining multiple websites; examining traffic patterns and transactions; testing for multiple platforms; maintaining usability standards and security standards as they relate to the sites; and the ability to coordinate among content managers and developers.

## DATA MANAGEMENT

### 24. Database Architect

- Designs and builds relational databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Must be able to design, develop and manipulate database management systems, data warehouses and multidimensional databases. Requires a depth and breadth of database knowledge that shall help with formal design of relational databases and provides insight into strategic data manipulation. Responsible for making sure an organization's strategic goals are optimized through the use of enterprise

data standards. This frequently involves creating and maintaining a centralized registry of metadata. Capable of performing the role of a database administrator, if needed.

Database Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Database Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Database Architect 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Database Architect 4	
Years of Experience	12 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 25. Data Warehouse Architect

- Designs, implements and supports data warehousing. Implements business rules via stored procedures, middleware, or other technologies. Defines user interfaces and functional specifications. Responsible for verifying accuracy of data, and the maintenance and support of the data warehouse. Knowledge of data warehouse end-to-end implementation processes, from business requirement logical

modeling, physical database design, ETL, end-user tools, database, SQL, performance tuning. Demonstrated problem resolution skills with team of persons, and strong leadership with implementation team Experience in data warehouse design and data modeling (both relational and dimensional) and development and maintenance of multi-dimensional data models. Development experience in implementation of data warehousing utilizing RDBMS. Understanding of data warehouse Metadata concepts, tools and different data warehouse methodologies. Expertise in SQL and proficiency in database tuning techniques. Responsible for the ongoing architecture and design of the data warehouse, data mart, and reporting environments. Develop strategies for flexibility and scalability, and define the future technical architecture direction for the business intelligence reporting physical environment.

- Responsible for proper selection of appropriate hardware, software, tools and system lifecycle techniques for the different components of the end-to-end data warehouse architecture including ETL, metadata, data profiling software, database platform, performance monitoring, reporting and analytic tools. Defining and documenting the technical architecture of the data warehouse, including the physical components and their functionality. Setting or enforcing standards and overall architecture for data warehouse systems. Monitoring the data warehousing industry and assisting in establishing the organization's data warehousing strategy and section of strategic warehousing tools and techniques. Ensuring compatibility of the different components of the DW architecture and ensuring alignment with broader IT strategies and goals. Ability to educate the project teams on the standards and architecture of each component of the data warehouse architecture. Very strong written and oral communication skills, including some presentation skills.

Data Warehouse Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Data Warehouse Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Data Warehouse Architect 3	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 26. Database Administrator

- Responsible for data analysis and database management. Involved in maintenance, enhancement, designing of data dictionaries, physical and logical database models, and performance tuning. Knowledge of the utilities and production tools used for data storage management to support the Application Team. Coordinates physical changes to computer databases; codes, tests, and implements physical database, applying knowledge of data base management system. Designs logical and physical databases reviews description of changes to database design to understand how changes to be made affect physical data base (how data is stored in terms of physical characteristics, such as location, amount of space, and access method).
- Establishes physical database parameters. Uses structured query language (SQL) to define database objects using database definition language (DDL) and control access to database objects using data control language (DCL). Language descriptions and specifies identifiers of database to database management system or directs others in coding database descriptions. Calculates optimum values for database parameters, such as amount of computer memory to be used by database, following manuals and using calculator. Specifies user access level for each segment of one or more data items, such as insert, replace, retrieve, or delete data. Specifies which users can access data bases and what data can be accessed by user. Tests and corrects errors, and refines changes to database.
- Enters SQL to create production data base. Uses database utility programs and 3<sup>rd</sup> party utilities to monitor database performance, such as distribution of records and amount of available memory. Directs programmers and analysts to make changes to data base management system. Reviews and corrects programs. Answers user questions. Confers with coworkers to determine impact of data base changes on other systems and staff cost for making changes to data base. Modifies data base programs to increase processing performance, referred to as performance tuning. Workers typically specialize in one or more types of data base management systems. Providing assistance in the planning, development, maintenance, and monitoring of integrated database systems, and ensuring that the conceptual and design phases of new applications are consistent with the structural parameters within the database environment.
- Evaluates users' requests for new data elements and systems, incorporates them into the existing shared data environment, and provides technical assistance. Coordinates the use of data to ensure data integrity and control redundancy, loads databases, and reorganizes as needed. Performs data modeling and prototyping. Performs logical and physical data modeling, designs relational database models, and creates physical data models from logical data models. Performs security recovery procedures. Determines and implements database search strategies and storage requirements. Maintains data dictionary ensuring uniformity of definitions and sets standards for use of data dictionary. Monitors database performance and recommends efficiency improvements. Creates test database environment for applications section, including the creation of necessary libraries and procedures.
- Executes the procedures necessary to save, retrieve, and recover databases from hardware and software failures within established procedures. Assists with determining, implementing, and enhancing standards on database security and with monitoring agency disaster recovery procedures and systems. Assists with the installation of database software and with analyzing, designing, and implementing databases. Assists in benchmarking and threshold testing of databases and with establishing and controlling necessary database security. Assists in the selection of database management software. Experience in computer systems analysis or computer programming work.
- Knowledge of the principles, practices, and techniques of computer programming and systems design; of computer operations, systems, and procedures; of project control and cost estimating techniques; of computer programming languages; of data processing flowcharting techniques; of database structures and theories; and of current database technologies.

Database Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area

Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.
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Database Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Database Administrator 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Database Administrator 4	
Years of Experience	12 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## PROJECT MANAGEMENT

### 27. Project Manager

- Designs, plans, and coordinates work teams. Follows standard project management industry practices such as the PMI's framework. Understands business and technical objectives of a project and works closely with project sponsor. Creates project charter and work plan and tracks budget and schedule progress via appropriate metrics. Establishes project organization and methodologies and defines roles and responsibilities. Documents risks and develops mitigation plans. Manages scope. Creates and implements a communication plan. Builds an effective team, assigns tasks to team members, and evaluates outcomes. Negotiates resources. Communicates to stakeholders and project sponsor. Identifies, tracks, and ensures resolution of issues and removal of barriers. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex

application features. Generally manages a group of applications system analysts. Relies on experience and judgment to plan and accomplish goals. Professional certification is highly desirable.

- May require specific PC, workstation, operating system, application or platform skills. Provides overall direction to the formulation, development, implementation, and delivery of a project. Exercises management responsibility over the achievement of performance, revenue, and profit objectives of a project and its contracts. Ensures that the project plan maintains tasks, schedules, estimates, and status, and disseminates information to team members and customers. Creates a structure and organization for the management of a complex environment with emphasis on quality, productivity, and consistency. Directs corrective actions in any area where performance falls below objectives. Arranges for the assignment of responsibility to other supporting facilities, business areas, and support functions, and monitors their performance. Self-directed and independent. Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project.
- Project Managers are required to be qualified under the Commonwealth of Virginia Qualification Standards for IT Project Managers.  
<http://www.vita.virginia.gov/oversight/projects/default.aspx?id=589>

Project Manager 1	
Years of Experience	1 to 7 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Project Manager 2	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 3	
Years of Experience	11-14 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 4	
Years of Experience	15 or more years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Project Manager 5	
Years of Experience	More than 15 years of experience in the field or in a related area.
Job Description	Advanced experience managing complex projects or multiple projects; Demonstrated and advanced understanding of project management methodologies.

## 28. Project Lead

- The Project Lead shall have day to day responsibility for management of a project team, providing technical team leadership on complex projects. They are responsible for program design, coding, testing, debugging, documentation and support. They shall have full technical knowledge of all phases of applications systems analysis and programming. There may be multiple phases of the project for which they have responsibility. This person shall manage day-to-day execution of design, development, testing and implementation activities; actively encourage and facilitate communication between the business analysts, development, and QA teams; and ensure that system requirements are documented, complete, accurate and approved.
- This person shall ensure formal design reviews are held regularly for each iteration or code cycle and work with program leadership team to establish and manage the project iteration and release cycles and attend release planning meetings. This person shall manage development activities and coordinate technical and application components with other Commonwealth projects and applications; ensure that appropriate system support and maintenance documentation is complete, which includes support documentation for Help Desk support and maintenance staff. This person shall also review release notes for accuracy, and reports to the Project Manager and works with the Project Manager to determine project resource requirements.

Project Lead 1	
Years of Experience	1 to 7 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Project Lead 2	
Years of Experience	8 or more years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

## 29. Project Coordinator

Project Coordinator	
Years of Experience	2 or more years of experience in the field or in a related area.
Job Description	The Project Coordinator shall provide day-to-day coordination of project tasks. The project coordinator maintains version control and provides administrative support for project management information system. Prior experience of large project administration. Ability to communicate at all levels of an organization and third parties. Experience with similar scale roles and organizations. The project coordinator is task focused. Works under the direction of the project manager or project lead and reports to a project manager or project lead.

# TELECOMMUNICATIONS AND COMPUTER NETWORKING

## 30. Network Administrator

- Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet system or a segment of a network system. Maintain network hardware and software. Monitor network to ensure network availability to all system users and perform necessary maintenance to support network availability. May supervise other network support and client server specialists and plan, coordinate, and implement network security measures. Coordinate the development, implementation, and maintenance of a local area network or wide area network. Maintains the network's physical and logical structures, including network connections. Maintains network support software, analyzes user support statistics, and recommends appropriate measures. Installs, tests, and maintains network hardware and software. Prepares and analyzes statistics on network utilization and availability. Prepares training courses and provides user support and training in the use of available hardware, software, and utilities. Performs tuning and capacity planning activities to enhance the performance of the network resources.
- Assist in the development, implementation, maintenance, and monitoring of a local area network or wide area network. Works under close supervision with minimal latitude for the use of initiative and independent judgment. Performs procedures for backup, recovery, and archival of files stored on the network. Communicates with vendors, users, management, and network programming staff. Serves as contact for remote network locations to obtain clarification of problems and to identify solutions or corrective actions. Assists in preparing training courses and providing user support and training in the use of available hardware, software, and utilities. Assists in maintaining the local area network or wide area network, cable and hub installations, and inventories. Conducts product evaluations of upgraded or new hardware and software—identifying strengths, weaknesses, and potential benefits to the agency—and recommends enhancements to network facilities.

- Assists in maintaining the network's physical and logical structures and in installing and testing hardware and software. Assists in performance tuning and capacity planning activities to enhance the performance of the network resources and in maintaining network support software. Assists in or conducts product evaluations of upgraded or new hardware and software and identifies strengths, weaknesses, and potential benefits to the agency. Assists in maintaining the operating system and security software utilized on the network, including the addition of new users to the network and establishment of rights and privileges. Experience in local or wide area network work. Knowledge of network facilities and data processing techniques; of personal computer hardware and software; of network operating system and security software; and of performance monitoring and capacity management tools.

Network Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Network Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Network Administrator 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 31. Network Architect

- Participates in designing and developing the network to ensure that it is secure, reliable, and robust; implements and maintains network management servers that assist the agency in managing, monitoring, and securing the network.
- Develops and implements detection activities to test network vulnerability to intrusion by hostile individuals or groups; participates in detecting, investigating, documenting, and reporting actual or potential network security violations, intrusions, or other inappropriate use.
- Designs backbone infrastructure, network facilities, wide area networks, local area network, wireless and telecommunication networks to provide reliable Internet access, remote access to information technology services (ITS), network security, and high performance networking.

- Evaluates security products and tests security systems performance; assists in planning, implementing, and testing disaster recovery procedures; participates in making formal risk assessments related to network security.
- Certification in areas related to network management and security preferred (CNE, MCSE, MSCE+1, CISA, CCNA, CCNP, CCIE, CCSA, CCSE, CCSE-PLUS, Cisco Security Specialist).
- Requires experience in the technical services and support field as well as experience in network administration (DHCP, DNS, routers, firewall, etc.)

Network Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Network Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Network Architect 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## 32. Network Engineer

- Responsible for installing networking technologies and supporting networks. Assesses existing network configurations and makes recommendations based on product specifications. Configures equipment and software to meet business needs, trains others on the solution, and documents the solution for ongoing support. Functions as part of a team on larger projects, or individually provides the services on support visits or smaller projects. Provides technical support and assists with the design of network solutions.
- Requires experience in the technical services and support field as well as experience in network administration (DHCP, DNS, routers, firewall, etc.)

Network Engineer 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Network Engineer 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Network Engineer 3	
Years of Experience	8-11 years of experience in the field or in a related area.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Network Engineer 4	
Years of Experience	12 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 33. Public Safety Consultant

Public Safety Communications Consultant	
Years of Experience	Extensive knowledge of public safety communications and enhanced 9-1-1 systems. Knowledge of current 9-1-1 industry trends in technology architecture, microcomputers, networking, and the Internet/Worldwide Web.
Job Description	Performs systems analysis, design, documentation, and implementation of complex public safety communications projects. These projects may include needs analyses, staffing studies, consolidation plans, equipment assessments and planning,

	budget preparation and forecasting, performance reporting/analysis and other related supporting the operation of public safety answering points and first responders.
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### 34. Radio Engineer

Radio Engineer	
Years of Experience	Considerable experience in voice, data and video systems. Training in electronics is required. Advanced technical experience in the design of voice, data, video and wireless/radio systems and services. FCC General Radio Telephone license or Amateur Radio License highly desirable. Certification in public procurement would be desirable. Advanced knowledge of complex communications systems; business management practices and principles.
Job Description	Conducts the review, analysis and design of current and proposed voice, data and video communications, both wire line and wireless, also develop engineering plans and networks for state agencies and institutions. Performs research to develop recommendations for enhancements, expansions and/or consolidations of voice, data and video communications, using wire line and wireless equipment, facilities and services. Engineer system/network migration details toward sharing of integrated services, while laying the foundation of Open System Interconnections. Assist in the coordination, engineering and processing of FCC licenses. Educate and keeps abreast of FCC Land Mobile Radio (LMR) rules, policies, legal rulings and ongoing spectrum issues--analyzes results and impacts.

## CUSTOMER/TECHNICAL SUPPORT

### 35. Help Desk

- Provide technical assistance to computer system users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks, and monitors the problem to ensure a timely resolution. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Answer questions or resolve computer problems for clients in person, via telephone or from remote location. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.
- Provide service and preventive maintenance activities on terminals, printers, personal computers, etc. Basic knowledge of electrical/mechanical principles and basic electronics. Read and comprehend technical service manuals and publications. Knowledge of basic mathematics to read and understand various gauges, meters, and measurement devices. Able to diagnose and repair products by replacing worn or broken parts, and making technical adjustments. Makes appropriate use of reference publications and diagnostic aids in resolving technical problems. Strong communication skills.
- Assist in coordination of changes, upgrades and new products, ensuring systems shall operate correctly in current and future environment. Provide accurate and complete answers to general use and administrative environment questions in a timely manner. Implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors. Communicate accurate and useful status updates. Manage and report time spent on all work activities. Ability to work in a team environment.

Help Desk 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Help Desk 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Help Desk 3	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 36. Technical Support

- Maintains, analyzes, troubleshoots, and repairs computer systems, hardware, and computer peripherals. Documents, maintains, upgrades or replaces hardware and software systems. Supports and maintains user account information including rights, security, and systems groups. Performs basic operation, monitoring, installation, trouble shooting, relocations, or maintenance of communications equipment. Identifies and resolves basic communications problems. Prepares or assists in the preparation of service record documentation. Shows awareness of standards and regulatory requirements related to assigned tasks.
- Assists in monitoring and providing assistance on the use and interface of systems, subsystems, and software applications. May be responsible for accessing data from and transferring data to various local, state, or federal databases. May assist in the review and recommendation of the procurement and inventory of information resources hardware or software. May write and update personal computer and mainframe application programs. Experience in automated data processing systems. Knowledge of the practices, principles, and techniques of computer operations, of information systems, of computer software and hardware, and of information security policies and procedures. Skill in the use and support of personal computers, in the use of applicable programs and systems, and in troubleshooting information systems. Ability to operate information technology systems, to communicate effectively, and to train others.
- Provides assistance in the design, development, and maintenance of various system applications. Provides technical assistance and support for applications and hardware problems. Installs, maintains, moves, and assists in testing and upgrading new and existing hardware/software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on system efficiency and utilization. May be responsible for accessing data from and transferring data to various local, state, or federal databases.

- Installs, maintains, moves, and assists in testing and upgrading new and existing hardware and software. Reviews and recommends procurement of information technology equipment. Maintains the necessary security controls over software. Develops procedure manuals. Develops and makes presentations and briefings for training sessions. Prepares briefings, reports, and evaluations on systems efficiency and utilization. May supervise the work of others.

Technical Support 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Technical Support 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Technical Support 3	
Years of Experience	8 or more years of experience in the field
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

### 37. Infrastructure Solutions Architect

- Must be proficient at the techniques that go into the formulation of architectures, including requirements discovery and analysis, application of abstraction, formulation of solution context, solution alternatives identification and assessment, technology selection, and architectural configuration. Extensive understanding and experience in technology areas for Mainframe and Distributed platforms, networking, databases, High Availability/Disaster Recovery, and IT security.
- Ability to work closely with client/application architects, senior managers, and project managers to design and assist with the implementation of the solutions infrastructure related components. Demonstrated ability to work independently and complete assigned project responsibilities under limited supervision. Experience and skills in prevailing industry architecture and engineering methodologies such as ITIL. Knowledge of and experience with a broad range of application servers, web servers, messaging servers, database servers, and related technologies. Able to analyze business requirements and define solutions to address complex business needs. Experience in

web infrastructure design and operations including IP, HTTP, HTTPS, FTP, load balancing, clustering, failover, monitoring, diagnostics, performance tuning, etc. Possess high aptitude for problem-solving and trouble-shooting.

Infrastructure Architect 1	
Years of Experience	1 to 3 years of experience in the field or in a related area
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

Infrastructure Architect 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Infrastructure Architect 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

Infrastructure Architect 4	
Years of Experience	10-12 years of experience.
Job Description	Advanced experience in architecting infrastructure solutions including proven experience with infrastructure integration.

Infrastructure Architect 5	
Years of Experience	12 or more years of experience in the field.
Job Description	Includes descriptions detailed earlier as well as experience in architecting advanced infrastructure solutions which may not be widely used or are new to the industry, including the ability to mentor other staff in the use of the specialty technologies and

make recommendations on the use of the specialty technologies and integration within the organization's architecture.
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### 38. System Administrator

- The System Administrator (SA) is responsible for effective provisioning, installation/configuration, operation, and maintenance of computer hardware and software and related infrastructure. This individual participates in technical research and development to enable continuing innovation within the infrastructure. This individual ensures that system hardware, operating systems, software systems, and related procedures adhere to Commonwealth policies, standards, and guidelines. Responsibilities include systems administration engineering and provisioning, operations and support, maintenance and research and development to ensure continual innovation. Install new / rebuild existing servers and configure hardware, peripherals, services, settings, directories, storage, etc. in accordance with standards and project/operational requirements. Perform daily system monitoring, verifying the integrity and availability of all hardware, server resources, systems and key processes, reviewing system and application logs, and verifying completion of scheduled jobs such as backups. Perform regular security monitoring to identify any possible intrusions. Perform daily backup operations, ensuring all required file systems and system data are successfully backed up to the appropriate media, recovery tapes or disks are created, and media is recycled and sent off site as necessary. Perform regular file archival and purge as necessary. Create, change, and delete user accounts per request. Provide Tier III/other support per request from various constituencies. Investigate and troubleshoot issues. Diagnose and recover from hardware or software failures. Coordinate and communicate with impacted constituencies. Apply OS patches and upgrades on a regular basis, and upgrade administrative tools and utilities. Configure / add new services as necessary. Upgrade and configure system software that supports GIS infrastructure applications or Asset Management applications per project or operational needs. Maintain operational, configuration, or other procedures. Perform periodic performance reporting to support capacity planning. Perform ongoing performance tuning, hardware upgrades, and resource optimization as required. Configure CPU, memory, and disk partitions as required. Maintain data center environmental and monitoring equipment. Apply OS patches and upgrades on a regular basis, and upgrade administrative tools and utilities. Configure / add new services as necessary. Upgrade and configure system software or Asset Management applications per project or operational needs. Maintain operational, configuration, or other procedures. Perform periodic performance reporting to support capacity planning. Perform ongoing performance tuning, hardware upgrades, and resource optimization as required. Configure CPU, memory, and disk partitions as required.

System Administrator 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

System Administrator 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with

	considerable latitude for the use of initiative and independent judgment.
System Administrator 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

## IT SECURITY

### 39. IT Security Analyst

- Monitor and advise on information security issues related to the systems and workflow at an agency to ensure the internal IT security controls for an agency are appropriate and operating as intended. Coordinate and execute IT security related projects for the agency. Coordinate response to information security incidents. Develop and publish Information Security policies, procedures, standards and guidelines based on knowledge of best practices and compliance with Commonwealth IT Security policies, standards, and guidelines..
- Conduct campus-wide data classification assessment and security audits and manage remediation plans. Collaborate with IT management, Internal Audit, and VITA to manage security vulnerabilities. Create, manage and maintain user security awareness. Conduct security research and keeps abreast of latest security issues.
- Prepares IT security documentation, including department policies and procedures, agency notifications, Web content, and alerts.

IT Security Analyst 1	
Years of Experience	1 to 3 years of experience in the field or in a related area.
Job Description	Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.

IT Security Analyst 2	
Years of Experience	4-7 years of experience in the field or in a related area.
Job Description	Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

IT Security Analyst 3	
Years of Experience	8 or more years of experience in the field.
Job Description	Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.

#### 40. IT Security Architect

IT Security Architect 1	
Years of Experience	3+ years of experience in security architecture 9+ years of experience in information security 9+ years of experience working with computer systems 9+ years of experience working with network software and hardware, data or voice as well as experience with open and proprietary software and hardware
Job Description	<p>Establish the target security/infrastructure architecture. Author corresponding requirements, including definition of dependencies on infrastructure consolidation efforts. Define Security/Information Assurance requirements (and dependencies). Specify key architectural aspects of the architecture view, and identify other aspects that need definition. Other duties include researching best practices for reuse, applying Commonwealth IT Security and industry standards, and defining the transformation approach that transitions the current architecture to the target architecture.</p> <p>Experience working with current and emerging information security technologies and development methodologies. Bachelor's degree in computer science, management information systems, or related field preferred. Good analytical and creative problem solving skills.</p> <p>Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.</p>

IT Security Architect 2	
Years of Experience	5+ years of experience in security architecture 11+ years of experience in information security 11+ years of experience working with computer systems 11+ years of experience working with network software and hardware, data or voice as well as experience with open and proprietary software and hardware
Job Description	<p>Establish the target security/infrastructure architecture. Author corresponding requirements, including definition of dependencies on infrastructure consolidation efforts. Define Security/Information Assurance requirements (and dependencies). Specify key architectural aspects of the architecture view, and identify other aspects that need definition. Other duties include researching best practices for reuse, applying Commonwealth IT Security and industry standards, and</p>

	<p>defining the transformation approach that transitions the current architecture to the target architecture.</p> <p>Experience working with current and emerging information security technologies and development methodologies. Bachelor's degree in computer science, management information systems, or related field preferred. Good analytical and creative problem solving skills.</p> <p>Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.</p>
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#### 41. IT Security Auditor

IT Security Auditor	
Years of Experience	15 or more years with IT security and audit experience
Job Description	Advanced knowledge of security standards and progressive experience performing security audits.

### IT MANAGEMENT SERVICES

#### 42. Business Continuity Planner

Business Continuity Planner	
Years of Experience	5 or more years
Job Description	<p>Provides specialized expertise in business continuity planning, project management and problem analysis and resolution. Participates in major project assignments to: assist business partners in resolving business issues related to work area (business function), recovery planning and recovery plan development / enhancements. Capitalizes on business opportunities to refine processes to mitigate exposure during disruptions of service, and possibly, improve day-to-day operations. Facilitates and coordinates the development of work area (business function) business continuity plans for business units.</p> <p>Responsibilities include, but are not limited to, the following: assist business units with assessment of potential business impact, definition of critical, time-sensitive functions, design, development, and documentation of business continuity plans, recommend recovery strategies and options, and assist with the implementation of recovery solutions, coordinate business continuity plan exercises, develop schedules for training / awareness for business partner associates, coordinate development of business unit schedules for annual business continuity documentation maintenance and update, exercises, and independent review and validation, report the business continuity status of business units to senior management, provide expertise and support to management and business functional areas, as requested, when a disruption occurs.</p>

#### 43. Business Process Reengineering

Business Process Reengineering	
Years of Experience	5 or more years
Job Description	<p>This position applies process improvement and re-engineering methodologies and principles to conduct process modernization projects. Additional duties may include activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements. Providing group facilitation, interviewing, training, and provides additional forms of knowledge transfer. Serves as a key coordinator between multiple project teams to ensure enterprise wide integration of re engineering efforts.</p> <p>Additional Responsibilities: Design workflow for purchasing software, collect and analyze statistics/metrics for software purchases, identify gaps in all associated processes and risks, establish memorandum of understanding (MOU's) where required, maintain SOP's for all processes, and support the client at customer meetings.</p>

#### 44. Enterprise Architect

Enterprise Architect	
Years of Experience	5 or more years
Job Description	<p>This position works across Application Development, Service Delivery and Infrastructure to identify, research, discuss, design, and implement key enterprise architecture standards. Other responsibilities include: Research, design, document, build, and pilot prioritized topics for standards. Manage the list of potential standards and work with the application development management to prioritize efforts. Work closely with Development, Infrastructure, and Service Delivery teams to understand their needs and ensure the best enterprise standard is implemented. Work closely with development teams to pilot and prove out the standard. Drive the identification, development and implementation of key new standards in areas such as:, Performance Testing, Security, Event Management, Web UI Framework, .NET Design Standards, Application To Application Communication, Caching, etc. Propose new enterprise standards based on business need, IT need and technology advances. Assist development teams to implement the standards into business applications. Investigate new technology and techniques that should be developed into an agency enterprise architecture standard.</p> <p>Lead key enterprise architectural design projects as necessary. Operate as business savvy technical leader across the organization. Influence development teams to design high-quality technical solutions that fit the Enterprise Architecture and standards. Educate application development managers, developers, and business analyst on Commonwealth Enterprise Architecture Standards.</p>

**45. IT Strategist**

IT Strategist	
Years of Experience	5 or more years
Job Description	Supports top management in IT strategy formulation, IT strategic plans execution, strategic process improvements, and communication of IT strategies to all stakeholders. Analyze business performance, industry trends, existing or new regulatory requirements and their impact on IT operations; make recommendations on alternative courses of action, including risk assessment, capital investment, and acquisitions needed to align IT strategy with agency strategic plan. Requires advanced knowledge of strategic planning concepts and frameworks, business issues and concepts, research methodology, general management and financial analysis. Additionally, requires good interaction skills with senior management, with ability to articulate and defend recommendations made.

**46. IT Auditor**

IT Auditor 1	
Years of Experience	0-2 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 2	
Years of Experience	2-4 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 3	
Years of Experience	4-6 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 4	
Years of Experience	6-8 years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

IT Auditor 5	
Years of Experience	8+ years
Job Description	Audits information systems, platforms, and operating procedures in accordance with established corporate standards for efficiency, accuracy and security. Evaluates IT infrastructure in terms of risk to the organization and establishes controls to mitigate loss. Determines and recommends improvements in current risk management controls and implementation of system changes or upgrades. May require a bachelor's degree. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

**EXHIBIT G IMPLEMENTATION PLAN  
CONTRACT NUMBER VA-130620-CAI  
BETWEEN  
VIRGINIA INFORMATION TECHNOLOGIES AGENCY  
AND  
COMPUTER AID, INC.**

Exhibit G is hereby incorporated into and made an integral part of Contract Number VA-130620-CAI (“Contract”) between the Virginia Information Technologies Agency (“VITA” or “Commonwealth” or “State”) and Computer Aid, Inc. (“Supplier”).

In the event of any discrepancy between this Exhibit G and the Contract, the provisions of the Contract shall control.

The Supplier will implement the Services identified in the Contract in accordance with the following Attachments to this Exhibit G, including meeting all dates and deadlines incorporated therein.

- Attachment 1, the annual plan template
- Attachment 2, the continuous improvement template
- Attachment 3, the plan

**Contract VA-130620-CAI, Exhibit G, Attachment 1**

**Annual Account Planning Template**

—

Annually, VITA and the Supplier will meet to develop and agree on the activities and initiatives for upcoming year. The activities will seek to ensure a high quality of service and support as well as incorporating improvement initiatives. The agreed upon plan will incorporate activities in the following areas:

Area	Due Date
Strategic initiatives <ul style="list-style-type: none"><li>• Subcontractor Issues and Initiatives</li><li>• Customer Issues and Initiatives – training, etc.</li><li>• Oversight issues and Initiatives</li></ul>	
Operations <ul style="list-style-type: none"><li>• VMS Updates and Integration</li><li>• Process Changes (SA and SOW)</li><li>• Reporting</li><li>• SLA/SLO issues and changes</li><li>• Job Descriptions and Rates</li><li>• SOW Specialties and Tiers</li></ul>	
Outreach and Business Development	
Risks <ul style="list-style-type: none"><li>• Issues and Initiatives</li></ul>	
Communications and Meetings: <ul style="list-style-type: none"><li>• Website and Portal Updates</li><li>• Annual Planning Meeting</li><li>• Quarterly Review Meetings</li><li>• Customer Advisory council</li><li>• Monthly Account Meeti</li><li>• Weekly Check in</li></ul>	
Update Continuous Improvement Initiatives	
Other	

## **Contract VA-130620-CAI, Exhibit G, Attachment 2**

### **Continuous Improvement Plan**

#### **Purpose:**

VITA and Supplier are committed to reinvestment in the services provided under this agreement to develop and align the services with leading industry practices, ensure continuing improvements in service effectiveness and efficiency and mitigate risks associated with the provided services.

#### **Process:**

VITA and Supplier agree to develop an initial list of improvements for the contract initial 5 year term. Each year, VITA and the Supplier will meet and agree upon an annual operating plan for the contract. As part of the annual planning, VITA and Supplier will incorporate improvement initiatives based on the continuous improvement plan into that year's operating plan. Each year's specific initiatives may be adjusted based on the situation of the services and Commonwealth at that time.

Additionally, as part of the annual planning process, the Continuous Improvement Plan will be updated to include mutually agreed to changes and add an additional year to the five year planning horizon.

#### **Scope:**

The plan will include the following areas:

**Strategy** –Emerging labor models are adopted into the services; piloting new models and adapting the services. Evaluate ways to broaden service adoption and scope.

**Risk Management** – Contingent workforce risks are identified and mitigated.

**Process Management** - Improvements to processes and policies that increase effectiveness, efficiencies and service compliance.

**Supplier Management**-build supplier performance management; adapt services to tight IT labor markets.





**User/Agency Support** –Enhance agency capabilities and IT contingent labor management skills





## Continuous Improvement Plan
























	2013 Award	2014 Migrate & Refine	2015 Improve	2016 Innovate	2017 Integrate
<b>Program Strategy</b>	<ul style="list-style-type: none"> <li>Build structure for data analytics to support improved decision making</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to broaden usage of contract</li> <li>Evaluate T&amp;M SOW's for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Analyze On-Line Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Pilot On-Line Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Deploy on-line Program</li> <li>Develop comprehensive approach to IT Human Capital Management</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Risk of PPACA exposure mitigated</li> <li>eVerify incorporated</li> </ul>	<ul style="list-style-type: none"> <li>Implement emergency MSP provided resources</li> <li>Analyze Independent contractor compliance</li> </ul>	<ul style="list-style-type: none"> <li>Review controls for MSP provided employees</li> <li>Pilot Independent contractor compliance</li> <li>Analyze H1-B risks and develop mitigation plan</li> </ul>	<ul style="list-style-type: none"> <li>Deploy independent contractor compliance program</li> <li>Develop initiatives to reduce supply chain, industry and regulatory risks</li> </ul>	<ul style="list-style-type: none"> <li>Monitor IC compliance</li> <li>Deploy risk reduction initiatives</li> </ul>
<b>Process Mgmt</b>	<ul style="list-style-type: none"> <li>Refine processes and policies</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate Compliance Manager module</li> <li>Reengineer exception process reduce named resources</li> </ul>	<ul style="list-style-type: none"> <li>Increase program compliance</li> <li>Analyze and implement process and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Analyze and develop plan to integrate VMS with enterprise FMS</li> </ul>	<ul style="list-style-type: none"> <li>Implement technology integration initiatives</li> </ul>

			improvements		
<b>Subcontractr Mgmt</b>	<ul style="list-style-type: none"> <li>• Prepare for Enhanced subcontractor performance management</li> <li>• Develop approach to tight labor markets</li> </ul>	<ul style="list-style-type: none"> <li>• Implement strategies to address tight labor markets</li> <li>• Analysis of performance of tiered suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and analyze subcontractor satisfaction</li> <li>• Develop measurement of subcontractor satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Improve subcontractor satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Improve subcontractor satisfaction</li> </ul>
<b>Agency Support</b>	<ul style="list-style-type: none"> <li>• Improved SOR and SOR training</li> </ul> <p>Enhance customer feedback processes</p>	<ul style="list-style-type: none"> <li>• Incorporate demand planning into program</li> <li>• Analyze customer feedback</li> <li>• Train agencies on reporting self-help</li> <li>• Support better project scoping</li> </ul>	<ul style="list-style-type: none"> <li>• Improve customer satisfaction and improve customer SOW definition and management capability</li> </ul>	<ul style="list-style-type: none"> <li>• Improve customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Improve customer satisfaction</li> </ul>

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	<b>VA ITCL Implementation</b>	<b>233 days</b>	<b>Mon 6/3/13</b>	<b>Thu 4/10/14</b>		
2	<b>Pre-Award Activiites</b>	<b>10 days</b>	<b>Mon 6/3/13</b>	<b>Fri 6/14/13</b>		
3	Finalize Award Notifications	10 days	Mon 6/3/13	Fri 6/14/13		COVA Staff
4	<b>Preparation - June 2013</b>	<b>15.5 days</b>	<b>Thu 6/20/13</b>	<b>Wed 7/10/13</b>		
5	Contract Awarded	0 days	Thu 6/20/13	Thu 6/20/13		
6	Meet with VITA to Review (Revise) Implementation Plan	4 hrs	Mon 6/24/13	Mon 6/24/13	5FS+2 days	CAI Implementation Team,COVA Staff
7	Revise Implementation Plan	1 day	Mon 6/24/13	Tue 6/25/13	6	CAI Implementation Manager
8	Schedule Kickoff and Discovery Meetings with VITA	0 days	Tue 6/25/13	Tue 6/25/13	7	CAI Implementation Manager
9	<b>Communications</b>	<b>12 days</b>	<b>Tue 6/25/13</b>	<b>Wed 7/10/13</b>		
10	Setup Bi-Monthly Status Meetings / Report Distribution	0 days	Tue 6/25/13	Tue 6/25/13	8	CAI Implementation Manager
11	Setup Meeting with VITA's Communications Division	0 days	Tue 6/25/13	Tue 6/25/13	8	CAI Implementation Manager
12	Coordinate VITA Communications 'Headliners'	10 days	Thu 6/27/13	Wed 7/10/13	11FS+2 days	
13	<b>CAI Account Activities</b>	<b>0 days</b>	<b>Wed 6/26/13</b>	<b>Wed 6/26/13</b>		
14	Begin the hiring process for the additional Account Manager	0 days	Wed 6/26/13	Wed 6/26/13	5FS+5 days	CAI Implementation Team
15	Begin searching for new office space	0 days	Wed 6/26/13	Wed 6/26/13	5FS+5 days	CAI Implementation Team
16						
17	<b>Implementation Activities - June 2013</b>	<b>2.5 days</b>	<b>Tue 6/25/13</b>	<b>Fri 6/28/13</b>		
18	<b>Kickoff and Discovery Meetings with VITA</b>	<b>1 day</b>	<b>Tue 6/25/13</b>	<b>Wed 6/26/13</b>		
19	<b>Conduct Discovery Meetings (Topics)</b>	<b>1 day</b>	<b>Tue 6/25/13</b>	<b>Wed 6/26/13</b>	8	
20	e-Verify	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
21	Performance Based Tiering	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
22	Special Exception Contractor Placement	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
23	Exception Process	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
24	How to Manage Named Requests	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
25	Restrict the Submittal of 'Not to Return' candidates	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
26	Make Vendor Rates Visible	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
27	Limiting the Number of Candidates a Vendor can Submit	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
28	Reporting Requirements	1 day	Tue 6/25/13	Wed 6/26/13		CAI Implementation Team,COVA Staff
29	SOW Onboarding and Kickoff Meeting Discussion	1 day	Tue 6/25/13	Wed 6/26/13		CAI Implementation Team,COVA Staff
30	SWaM Spend Goals	1 day	Tue 6/25/13	Wed 6/26/13		CAI Implementation Team,COVA Staff
31	Complaint Form (for Sub-Contractor Behavior)	1 day	Tue 6/25/13	Wed 6/26/13		CAI Implementation Team,COVA Staff
32	<b>SLAs</b>	<b>1 day</b>	<b>Tue 6/25/13</b>	<b>Wed 6/26/13</b>		
33	Attrition	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
34	% of Candidates Interviewed and the Screen Process Quality	1 day	Tue 6/25/13	Wed 6/26/13		COVA Staff,CAI Implementation Team
35	<b>Project Management</b>	<b>0 days</b>	<b>Fri 6/28/13</b>	<b>Fri 6/28/13</b>		
36	End of Month Status Meeting and Report	0 days	Fri 6/28/13	Fri 6/28/13		CAI Implementation Manager
37						
38	<b>Implementation Activities - July 2013</b>	<b>51.5 days</b>	<b>Tue 7/2/13</b>	<b>Fri 9/6/13</b>		
39	<b>VITA Communications</b>	<b>5.5 days</b>	<b>Wed 7/3/13</b>	<b>Wed 7/10/13</b>		
40	Meet with VITA Communications Division	0.5 days	Wed 7/3/13	Wed 7/3/13	11FS+7 days	COVA Staff,CAI Implementation Team
41	Create Communications Plan	5 days	Thu 7/4/13	Wed 7/10/13	40	COVA Staff,CAI Implementation Team
42	Begin Drafting Communications	0 days	Wed 7/10/13	Wed 7/10/13	41	COVA Staff,CAI Implementation Team
43	<b>Agency Workshop Planning</b>	<b>6 days</b>	<b>Mon 7/8/13</b>	<b>Tue 7/16/13</b>		
44	Plan Workshops (breakouts, participants, agendas, etc.)	3 days	Mon 7/8/13	Thu 7/11/13	19FS+9 days	COVA Staff,CAI Implementation Team
45	Reserve Rooms	1 day	Thu 7/11/13	Fri 7/12/13	44	COVA Staff
46	Draft and Distribute invitations (with Agendas)	2 days	Fri 7/12/13	Tue 7/16/13	45,42	CAI Implementation Team
47	<b>Prep for PF Enhancements - Phase 1</b>	<b>10 days</b>	<b>Tue 7/2/13</b>	<b>Tue 7/16/13</b>		
48	Conduct User Clean Up Activites	5 days	Wed 7/3/13	Tue 7/9/13	5FS+10 days	CAI Operations Team
49	Validate Location Default Functionality	2 days	Wed 7/3/13	Thu 7/4/13	5FS+10 days	CAI Operations Team
50	Configure Timesheet Enhancements (email alerts and mobile device compatible)	3 days	Wed 7/3/13	Fri 7/5/13	5FS+10 days	CAI Operations Team
51	<b>Configure SOW Updates</b>	<b>3 days</b>	<b>Tue 7/2/13</b>	<b>Fri 7/5/13</b>		
52	New User Interface	0 days	Tue 7/2/13	Tue 7/2/13	5FS+10 days	CAI Operations Team
53	Define SOW Milestones	3 days	Wed 7/3/13	Fri 7/5/13	5FS+10 days	CAI Operations Team
54	Attachments for SOW Invoices	3 days	Wed 7/3/13	Fri 7/5/13	5FS+10 days	CAI Operations Team

ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
55		Dashboard Alerts	2 days	Wed 7/3/13	Thu 7/4/13	5FS+10 days	CAI Operations Team
56		User and Vendor Webinar/ Communication (Phase 1 PF Changes)	1 day	Tue 7/16/13	Tue 7/16/13	51FS+6 days	CAI Operations Team
57		<b>Guidelines and Procedures (based on Discovery Meetings)</b>	<b>43 days</b>	<b>Mon 7/15/13</b>	<b>Fri 9/6/13</b>		
58		Draft the Guidelines	40 days	Mon 7/15/13	Tue 9/3/13	19FS+14 days	CAI Implementation Team
59		Distribution and Review of Guidelines	3 days	Tue 9/3/13	Fri 9/6/13	58	CAI Implementation Team
60		<b>Prep Materials for the Agency Meetings</b>	<b>15 days</b>	<b>Wed 7/10/13</b>	<b>Sat 7/27/13</b>		
61		<b>Process Reviews</b>	<b>15 days</b>	<b>Wed 7/10/13</b>	<b>Sat 7/27/13</b>		
62		Work Order	15 days	Wed 7/10/13	Sat 7/27/13		CAI Implementation Team
63		Approvals	15 days	Wed 7/10/13	Sat 7/27/13		CAI Implementation Team
64		Exceptions	15 days	Wed 7/10/13	Sat 7/27/13		CAI Implementation Team
65		SOW	15 days	Wed 7/10/13	Sat 7/27/13		CAI Implementation Team
66		Program Enhancements (based on VITA Discovery)	15 days	Wed 7/10/13	Sat 7/27/13		CAI Implementation Team
67		<b>PF Enhancements Phase 1 Go-Live</b>	<b>0 days</b>	<b>Sat 7/20/13</b>	<b>Sat 7/20/13</b>	<b>56</b>	
68		Location Default	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
69		User Clean Up	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
70		Timesheet Enhancements	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
71		Go-To Meeting for Web Interviews	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
72		Compliance Manager Enabled	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
73		<b>SOW Updates</b>	<b>0 days</b>	<b>Sat 7/20/13</b>	<b>Sat 7/20/13</b>		
74		New User Interface Validation	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
75		Define SOW Milestones	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
76		Attachments for SOW Invoices	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
77		Dashboard Alerts	0 days	Sat 7/20/13	Sat 7/20/13		CAI Implementation Team
78		<b>Project Management</b>	<b>14 days</b>	<b>Mon 7/15/13</b>	<b>Wed 7/31/13</b>		
79		Mid Month Status Meeting and Report	0 days	Mon 7/15/13	Mon 7/15/13		CAI Implementation Manager
80		End of Month Status Meeting and Report	0 days	Wed 7/31/13	Wed 7/31/13		CAI Implementation Manager
81							
82		<b>Implementation Activities - August and September 2013</b>	<b>34 days</b>	<b>Thu 8/15/13</b>	<b>Mon 9/30/13</b>		
83		<b>PF Enhancements Phase 2 Go-Live</b>	<b>0 days</b>	<b>Sat 8/31/13</b>	<b>Sat 8/31/13</b>		
84		Post SOW Survey Process	0 days	Sat 8/31/13	Sat 8/31/13		CAI Implementation Team
85		<b>Guidelines and Procedures (based on Discovery Meetings)</b>	<b>9 days</b>	<b>Fri 9/6/13</b>	<b>Thu 9/19/13</b>		
86		Guidelines Approved	5 days	Fri 9/6/13	Fri 9/13/13	59	CAI Implementation Team
87		Guidelines Distributed to Agencies	0 days	Thu 9/19/13	Thu 9/19/13	86FS+4 days	CAI Implementation Team
88		<b>Conduct Agency Workshops</b>	<b>15 days</b>	<b>Mon 9/9/13</b>	<b>Fri 9/27/13</b>		
89		<b>Topics</b>	<b>15 days</b>	<b>Mon 9/9/13</b>	<b>Fri 9/27/13</b>		
90		Background Check Policies	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
91		Onboarding Paperwork	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
92		PF Compliance Manager	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
93		SOR Template	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
94		Application Development Template	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
95		Process Reviews	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
96		Reporting Requirements	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
97		Program Enhancements	15 days	Mon 9/9/13	Fri 9/27/13		COVA Staff,CAI Implementation Team
98		<b>Training Prep (Agency, Vendor and Report Writing)</b>	<b>5 days</b>	<b>Mon 9/9/13</b>	<b>Fri 9/13/13</b>		
99		Plan the Number of Sessions	3 days	Mon 9/9/13	Wed 9/11/13		CAI Implementation Team
100		Reserve Training Rooms	1 day	Thu 9/12/13	Thu 9/12/13	99	COVA Staff,CAI Implementation Manager
101		Send Training Communication(s)	1 day	Fri 9/13/13	Fri 9/13/13	100	COVA Staff,CAI Implementation Team
102		<b>Sub-Contractor Agreement</b>	<b>11 days</b>	<b>Mon 9/9/13</b>	<b>Mon 9/23/13</b>		
103		Revise and Update the Sub-Contractor Agreements	4 days	Mon 9/9/13	Thu 9/12/13		CAI Implementation Team
104		<b>Legal Approvals</b>	<b>0 days</b>	<b>Mon 9/23/13</b>	<b>Mon 9/23/13</b>		
105		SA Sub-Agreement Approved	0 days	Mon 9/23/13	Mon 9/23/13	103FS+7 days	CAI Legal,COVA Staff
106		SOW Sub-Agreement Approved	0 days	Mon 9/23/13	Mon 9/23/13	103FS+7 days	CAI Legal,COVA Staff
107		<b>Project Management</b>	<b>34 days</b>	<b>Thu 8/15/13</b>	<b>Mon 9/30/13</b>		
108		Mid Month Status Meeting and Report	0 days	Thu 8/15/13	Thu 8/15/13		CAI Implementation Manager

ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
109		End of Month Status Meeting and Report	0 days	Fri 8/30/13	Fri 8/30/13		CAI Implementation Manager
110		Mid Month Status Meeting and Report	0 days	Fri 9/13/13	Fri 9/13/13		CAI Implementation Manager
111		End of Month Status Meeting and Report	0 days	Mon 9/30/13	Mon 9/30/13		CAI Implementation Manager
112							
113		<b>Implementation Activities - October 2013</b>	<b>23 days</b>	<b>Tue 10/1/13</b>	<b>Thu 10/31/13</b>		
114		<b>Prep for PF Enhancements Phase 3</b>	<b>18 days</b>	<b>Tue 10/1/13</b>	<b>Thu 10/24/13</b>		
115		Compliance Manager Configuration (in UAT)	16 days	Tue 10/1/13	Tue 10/22/13	97FS+1 day	CAI Operations Team
116		User Webinar / Communication	2 days	Wed 10/23/13	Thu 10/24/13	115	CAI Operations Team
117		<b>PF Enhancements Phase 3 Go-Live</b>	<b>0 days</b>	<b>Sat 10/26/13</b>	<b>Sat 10/26/13</b>		
118		Compliance Manager Updates (based on Agency workshops)	0 days	Sat 10/26/13	Sat 10/26/13	116	CAI Operations Team
119		<b>Training Prep (Agency, Vendor and Report Writing)</b>	<b>21 days</b>	<b>Tue 10/1/13</b>	<b>Mon 10/28/13</b>		
120		Develop SA Training	21 days	Tue 10/1/13	Mon 10/28/13	97FS+1 day	CAI Implementation Team
121		Develop SOW Training	21 days	Tue 10/1/13	Mon 10/28/13	97FS+1 day	CAI Implementation Team
122		<b>Vendor Meeting Prep</b>	<b>4 days</b>	<b>Thu 10/3/13</b>	<b>Tue 10/8/13</b>		
123		Session Planning	2 days	Thu 10/3/13	Fri 10/4/13		CAI Implementation Team
124		Reserve the Rooms	1 day	Mon 10/7/13	Mon 10/7/13	123	COVA Staff, CAI Implementation Manager
125		Send Meeting Communications	1 day	Tue 10/8/13	Tue 10/8/13	124	CAI Implementation Team
126		<b>Vendor Meetings</b>	<b>2 days</b>	<b>Wed 10/23/13</b>	<b>Thu 10/24/13</b>		
127		SOW Vendors	2 days	Wed 10/23/13	Thu 10/24/13	125FS+10 days	CAI Implementation Team
128		SA Vendors	2 days	Wed 10/23/13	Thu 10/24/13	125FS+10 days	CAI Implementation Team
129		<b>Project Management</b>	<b>13 days</b>	<b>Tue 10/15/13</b>	<b>Thu 10/31/13</b>		
130		Mid Month Status Meeting and Report	0 days	Tue 10/15/13	Tue 10/15/13		CAI Implementation Manager
131		End of Month Status Meeting and Report	0 days	Thu 10/31/13	Thu 10/31/13		CAI Implementation Manager
132							
133		<b>Implementation Activities - November 2013</b>	<b>21 days</b>	<b>Fri 11/1/13</b>	<b>Sat 11/30/13</b>		
134		<b>Configure PF Enhancements Phase 4</b>	<b>20 days</b>	<b>Fri 11/1/13</b>	<b>Thu 11/28/13</b>		
135		Rate Cards Updates	20 days	Fri 11/1/13	Thu 11/28/13		CAI Operations Team
136		Revised SOR Template	20 days	Fri 11/1/13	Thu 11/28/13		CAI Operations Team
137		New Application Development Template	20 days	Fri 11/1/13	Thu 11/28/13		CAI Operations Team
138		Make Vendor Rates Visible	20 days	Fri 11/1/13	Thu 11/28/13		CAI Operations Team
139		Vendor Applications Period (New Contract) Begins - SA and SOW	0 days	Fri 11/1/13	Fri 11/1/13	106,127	CAI Operations Team
140		Assistance with Vendor Enrollments	20 days	Fri 11/1/13	Thu 11/28/13		CAI Implementation Team
141		SOW Vendor Application Period Ends	0 days	Thu 11/28/13	Thu 11/28/13	139FS+4 wks	CAI Operations Team
142		<b>CAI Materials</b>	<b>5 days</b>	<b>Tue 11/12/13</b>	<b>Mon 11/18/13</b>		
143		Update COVA One Pager	5 days	Tue 11/12/13	Mon 11/18/13		CAI Implementation Team
144		Web Portal Updates	5 days	Tue 11/12/13	Mon 11/18/13		CAI Implementation Team
145		<b>PF Changes Phase 4 Go-Live</b>	<b>0 days</b>	<b>Sat 11/30/13</b>	<b>Sat 11/30/13</b>		
146		Limit the Number of Candidates Submitted by a Vendor	0 days	Sat 11/30/13	Sat 11/30/13		CAI Operations Team
147		New Rate Cards	0 days	Sat 11/30/13	Sat 11/30/13		CAI Operations Team
148		New Sub-Contractor Agreements	0 days	Sat 11/30/13	Sat 11/30/13		CAI Operations Team
149		Vendor Rates are Visible	0 days	Sat 11/30/13	Sat 11/30/13		CAI Operations Team
150		<b>Project Management</b>	<b>10 days</b>	<b>Fri 11/15/13</b>	<b>Fri 11/29/13</b>		
151		Mid Month Status Meeting and Report	0 days	Fri 11/15/13	Fri 11/15/13		CAI Implementation Manager
152		End of Month Status Meeting and Report	0 days	Fri 11/29/13	Fri 11/29/13		CAI Implementation Manager
153							
154		<b>Implementation Activities - December 2013</b>	<b>22 days</b>	<b>Mon 12/2/13</b>	<b>Tue 12/31/13</b>		
155		<b>Prep PF Enhancements Phase 5</b>	<b>5 days</b>	<b>Mon 12/16/13</b>	<b>Fri 12/20/13</b>		
156		Performance Based Tiering	5 days	Mon 12/16/13	Fri 12/20/13		CAI Operations Team
157		<b>Prep Contract Changes</b>	<b>5 days</b>	<b>Mon 12/9/13</b>	<b>Fri 12/13/13</b>		
158		Updated Right to Represent Form	5 days	Mon 12/9/13	Fri 12/13/13		CAI Operations Team
159		New SLAs	5 days	Mon 12/9/13	Fri 12/13/13		CAI Operations Team
160		Engagement Extensions	5 days	Mon 12/9/13	Fri 12/13/13		CAI Operations Team
161		Tenure Report	5 days	Mon 12/9/13	Fri 12/13/13		CAI Operations Team
162		Vendor Performance Report	5 days	Mon 12/9/13	Fri 12/13/13		CAI Operations Team

ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
163		<b>Vendor Qualifications</b>	<b>22 days</b>	<b>Mon 12/2/13</b>	<b>Tue 12/31/13</b>		
164		Review SOW Vendor Applications for Enrollment	22 days	Mon 12/2/13	Tue 12/31/13		
165		<b>Training</b>	<b>14 days</b>	<b>Tue 12/3/13</b>	<b>Fri 12/20/13</b>		
166		<b>PF</b>	<b>14 days</b>	<b>Tue 12/3/13</b>	<b>Fri 12/20/13</b>		
167		Vendor Sessions	4 days	Tue 12/17/13	Fri 12/20/13	120	CAI Operations Team
168		Agency SA Sessions	4 days	Tue 12/3/13	Fri 12/6/13		CAI Operations Team
169		Agency SOW Sessions	4 days	Tue 12/10/13	Fri 12/13/13		CAI Operations Team
170		<b>Project Management</b>	<b>11 days</b>	<b>Fri 12/13/13</b>	<b>Mon 12/30/13</b>		
171		Mid Month Status Meeting and Report	0 days	Fri 12/13/13	Fri 12/13/13		CAI Implementation Manager
172		End of Month Status Meeting and Report	0 days	Mon 12/30/13	Mon 12/30/13		CAI Implementation Manager
173							
174		<b>New Contract Begins - January 2014</b>	<b>8 days</b>	<b>Sat 1/4/14</b>	<b>Wed 1/15/14</b>		
175		<b>New Contract (TARGET) Go-Live</b>	<b>0 days</b>	<b>Sat 1/4/14</b>	<b>Sat 1/4/14</b>		
176		<b>New Contract Terms and Conditions</b>	<b>0 days</b>	<b>Sat 1/4/14</b>	<b>Sat 1/4/14</b>		
177		Attrition SLA	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
178		Quality of Candidates Interviewed and Screening Process Quality	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
179		Performance Based Tiering	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
180		Optional net 15 day Payment Terms for Vendors	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
181		Special Exception Contractor Placement	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
182		Placement of CAI State Government SMEs (only if included in the contract)	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
183		Updated Right to Represent Form	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
184		Restriction of 'Not to Return' Candidates	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
185		Engagement Extensions	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
186		Tenure Tracking Report	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
187		Vendor Performance Reporting	0 days	Sat 1/4/14	Sat 1/4/14		CAI Operations Team
188		<b>Project Management</b>	<b>0 days</b>	<b>Wed 1/15/14</b>	<b>Wed 1/15/14</b>		
189		Mid Month Status Meeting and Report	0 days	Wed 1/15/14	Wed 1/15/14		CAI Implementation Manager
190		Continuous Improvement Discussions Begin	0 days	Wed 1/15/14	Wed 1/15/14		CAI Implementation Team,CAI Operations Team,COVA St
191							
192		<b>Transitions</b>	<b>30 days</b>	<b>Mon 1/13/14</b>	<b>Fri 2/21/14</b>		
193		Draft the Transition Plan	30 days	Mon 1/13/14	Fri 2/21/14		
194							
195		<b>Report Training and Agency Make Up Training</b>	<b>3 days</b>	<b>Tue 4/8/14</b>	<b>Thu 4/10/14</b>		
196		Customized Report Building	2 days	Tue 4/8/14	Wed 4/9/14		CAI Operations Team
197		Agency Training Make Up Sessions	3 days	Tue 4/8/14	Thu 4/10/14		CAI Operations Team

## EXHIBIT K: CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

- i). No Federal appropriated funds have been paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee or an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
- ii). If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- iii). The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and Contracts under grants, loans and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Signature:

James P. Cooney

Printed Name:

JAMES P. COONEY

Organization:

Computer Aid, Inc.

Date:

June 5, 2013