



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

## Header 5

 List View

## General Information

Contact

Default Values

Discount

Document Information

Clarification Request

Procurement Folder: 2020855

Procurement Type: Statewide MA (Open End)

Vendor ID: VS0000053806 

Legal Name: PL ASSOCIATES INC.

Alias/DBA: PL ASSOCIATES INC.

Total Bid: \$2,882,880.00

Response Date: 09/23/2026 

Response Time: 11:18

Responded By User ID: PLAwv0 

First Name: Patrick

Last Name: Lorem

Email: plorem@pl-associate.com

Phone: 2022228914

SO Doc Code: CRFQ

SO Dept: 0231

SO Doc ID: OOT2700000006

Published Date: 9/16/26

Close Date: 9/23/26

Close Time: 13:30

Status: Closed

Solicitation Description: Addendum No 2 -Temporary Technical Staffing Services

Total of Header Attachments: 5

Total of All Attachments: 5



Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

State of West Virginia  
Solicitation Response

**Proc Folder:** 2020855  
**Solicitation Description:** Addendum No 2 -Temporary Technical Staffing Services  
**Proc Type:** Statewide MA (Open End)

| Solicitation Closes | Solicitation Response        | Version |
|---------------------|------------------------------|---------|
| 2026-09-23 13:30    | SR 0231 ESR09232600000003098 | 1       |

**VENDOR**  
VS0000053806  
PL ASSOCIATES INC.

**Solicitation Number:** CRFQ 0231 OOT2700000006  
**Total Bid:** 2882880      **Response Date:** 2026-09-23      **Response Time:** 11:18:22  
**Comments:** PL Associates Inc. offers the following discounts for early payment of invoices, entered on the Discounts step of the wvOASIS response: 2.00% if paid within 10 days; 1.50% within 15 days; 1.00% within 20 days; 0.50% within 25 days.

**FOR INFORMATION CONTACT THE BUYER**

Toby L Welch  
(304) 558-8802  
toby.l.welch@wv.gov

|                               |              |             |
|-------------------------------|--------------|-------------|
| <b>Vendor<br/>Signature X</b> | <b>FEIN#</b> | <b>DATE</b> |
|-------------------------------|--------------|-------------|

All offers subject to all terms and conditions contained in this solicitation

| Line | Comm Ln Desc                   | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|--------------------------------|-----------|------------|------------|-----------------------------|
| 1    | Senior Web Application Analyst | 2080.0000 | HOUR       | 105.000000 | 218400.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Senior Web Application Analyst

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc            | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-------------------------|-----------|------------|------------|-----------------------------|
| 2    | CRM Application Analyst | 2080.0000 | HOUR       | 99.750000  | 207480.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

CRM Application Analyst

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                             | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|------------------------------------------|-----------|------------|------------|-----------------------------|
| 3    | Senior SQL Server Database Administrator | 2080.0000 | HOUR       | 110.250000 | 229320.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Senior SQL Server Database Administrator

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc     | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|------------------|-----------|------------|------------|-----------------------------|
| 4    | Business Analyst | 2080.0000 | HOUR       | 89.250000  | 185640.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Business Analyst

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                                                 | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|--------------------------------------------------------------|-----------|------------|------------|-----------------------------|
| 5    | Learning Management System & eLearning Development Specialis | 2080.0000 | HOUR       | 84.000000  | 174720.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Learning Management System & eLearning Development Specialist

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                          | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---------------------------------------|-----------|------------|------------|-----------------------------|
| 6    | Cloud Financial Operations Specialist | 2080.0000 | HOUR       | 105.000000 | 218400.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Cloud Financial Operations Specialist

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc    | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-----------------|-----------|------------|------------|-----------------------------|
| 7    | Cloud Architect | 2080.0000 | HOUR       | 126.000000 | 262080.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Cloud Architect

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-----------------------------|-----------|------------|------------|-----------------------------|
| 8    | Cloud Security Professional | 2080.0000 | HOUR       | 115.500000 | 240240.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Cloud Security Professional

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc            | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-------------------------|-----------|------------|------------|-----------------------------|
| 9    | Cloud Platform Engineer | 2080.0000 | HOUR       | 110.250000 | 229320.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:****Extended Description:**

Cloud Platform Engineer

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc           | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|------------------------|-----------|------------|------------|-----------------------------|
| 10   | Cloud Network Engineer | 2080.0000 | HOUR       | 105.000000 | 218400.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:****Extended Description:**

Cloud Network Engineer

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                      | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-----------------------------------|-----------|------------|------------|-----------------------------|
| 11   | Cloud Systems Management Engineer | 2080.0000 | HOUR       | 105.000000 | 218400.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:****Extended Description:**

Cloud Systems Management Engineer

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                                             | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|----------------------------------------------------------|-----------|------------|------------|-----------------------------|
| 12   | Cloud Center of Excellence (CCOE)<br>Implementation Spec | 2080.0000 | HOUR       | 120.750000 | 251160.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:****Extended Description:**

Cloud Center of Excellence (CCOE) Implementation Specialist

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.

| Line | Comm Ln Desc                 | Qty       | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|------------------------------|-----------|------------|------------|-----------------------------|
| 13   | Mainframe Systems Programmer | 2080.0000 | HOUR       | 110.250000 | 229320.00                   |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 81110000  |              |               |         |

**Commodity Line Comments:****Extended Description:**

Mainframe Systems Programmer

Hours listed are estimates for evaluation purposes only and do not represent a guaranteed minimum or maximum. Actual usage may be more or less and is not guaranteed or implied.



Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

State of West Virginia  
Centralized Request for Quote  
Service - Prof

Proc Folder: 2020855

Doc Description: Temporary Technical Staffing Services

Reason for Modification:

Proc Type: Statewide MA (Open End)

| Date Issued | Solicitation Closes | Solicitation No         | Version |
|-------------|---------------------|-------------------------|---------|
| 2026-08-27  | 2026-09-15 13:30    | CRFQ 0231 OOT2700000006 | 1       |

**BID RECEIVING LOCATION**

BID CLERK  
DEPARTMENT OF ADMINISTRATION  
PURCHASING DIVISION  
2019 WASHINGTON ST E  
CHARLESTON WV 25305  
US

**VENDOR**

Vendor Customer Code: VS0000053806

Vendor Name : PL Associates Inc.

Address : 1200 G Street NW, 8th Floor

Street :

City : Washington

State : DC

Country : US

Zip : 20005

Principal Contact : Patrick Job E. Lorem

Vendor Contact Phone: 202-222-8914

Extension:

**FOR INFORMATION CONTACT THE BUYER**

Toby L Welch  
(304) 558-8802  
toby.l.welch@wv.gov

Vendor  
Signature X

FEIN# 30-0991447

DATE

9/23/2026

All offers subject to all terms and conditions contained in this solicitation



Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

State of West Virginia  
Centralized Request for Quote  
Service - Prof

|                                                                              |                            |                         |                                                                                           |
|------------------------------------------------------------------------------|----------------------------|-------------------------|-------------------------------------------------------------------------------------------|
| <b>Proc Folder:</b> 2020855                                                  |                            |                         | <b>Reason for Modification:</b><br>Addendum No 1 is issued to modify the bid opening date |
| <b>Doc Description:</b> Addendum No 1 -Temporary Technical Staffing Services |                            |                         |                                                                                           |
| <b>Proc Type:</b> Statewide MA (Open End)                                    |                            |                         |                                                                                           |
| <b>Date Issued</b>                                                           | <b>Solicitation Closes</b> | <b>Solicitation No</b>  | <b>Version</b>                                                                            |
| 2026-09-14                                                                   | 2026-09-23 13:30           | CRFQ 0231 OOT2700000006 | 2                                                                                         |

**BID RECEIVING LOCATION**

BID CLERK  
DEPARTMENT OF ADMINISTRATION  
PURCHASING DIVISION  
2019 WASHINGTON ST E  
CHARLESTON WV 25305  
US

**VENDOR**

**Vendor Customer Code:** VS0000053806  
**Vendor Name :** PL Associates Inc.  
**Address :** 1200 G Street NW, 8th Floor  
**Street :**  
**City :** Washington  
**State :** DC **Country :** US **Zip :** 20005  
**Principal Contact :** Patrick Job E. Lorem  
**Vendor Contact Phone:** 202-222-8914 **Extension:**

**FOR INFORMATION CONTACT THE BUYER**

Toby L Welch  
(304) 558-8802  
toby.l.welch@wv.gov

Vendor  
Signature X

**FEIN#** 30-0991447

**DATE** 9/23/2026

All offers subject to all terms and conditions contained in this solicitation

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: CRFQ OOT27\*006**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**

(Check the box next to each addendum received)

|                                                    |                                          |
|----------------------------------------------------|------------------------------------------|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3            | <input type="checkbox"/> Addendum No. 8  |
| <input type="checkbox"/> Addendum No. 4            | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

PL Associates Inc.

Company



Authorized Signature

9/23/2026

Date

**NOTE:** This addendum acknowledgment should be submitted with the bid to expedite document processing.  
Revised 6/8/2012



Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

State of West Virginia  
Centralized Request for Quote  
Service - Prof

|                                                                              |                            |                         |                                                                                                                     |
|------------------------------------------------------------------------------|----------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Proc Folder:</b> 2020855                                                  |                            |                         | <b>Reason for Modification:</b><br>Addendum No 2 is issued to publish vendor questions with the agency's responses. |
| <b>Doc Description:</b> Addendum No 2 -Temporary Technical Staffing Services |                            |                         |                                                                                                                     |
| <b>Proc Type:</b> Statewide MA (Open End)                                    |                            |                         |                                                                                                                     |
| <b>Date Issued</b>                                                           | <b>Solicitation Closes</b> | <b>Solicitation No</b>  | <b>Version</b>                                                                                                      |
| 2026-09-16                                                                   | 2026-09-23 13:30           | CRFQ 0231 OOT2700000006 | 3                                                                                                                   |

**BID RECEIVING LOCATION**

BID CLERK  
DEPARTMENT OF ADMINISTRATION  
PURCHASING DIVISION  
2019 WASHINGTON ST E  
CHARLESTON WV 25305  
US

**VENDOR**

**Vendor Customer Code:** VS0000053806  
**Vendor Name :** PL Associates Inc.  
**Address :** 1200 G Street NW, 8th Floor  
**Street :**  
**City :** Washington  
**State :** DC **Country :** US **Zip :** 20005  
**Principal Contact :** Patrick Job E. Lorem  
**Vendor Contact Phone:** 202-222-8914 **Extension:**

**FOR INFORMATION CONTACT THE BUYER**

Toby L Welch  
(304) 558-8802  
toby.l.welch@wv.gov

Vendor  
Signature X

FEIN# 30-0991447

DATE 9/23/2026

All offers subject to all terms and conditions contained in this solicitation

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: CRFQ OOT27\*006**

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**Addendum Numbers Received:**

(Check the box next to each addendum received)

|                                                    |                                          |
|----------------------------------------------------|------------------------------------------|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3            | <input type="checkbox"/> Addendum No. 8  |
| <input type="checkbox"/> Addendum No. 4            | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

PL Associates Inc.

Company



Authorized Signature

9/23/2026

Date

**NOTE:** This addendum acknowledgment should be submitted with the bid to expedite document processing.

Revised 6/8/2012

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Patrick Job E Lorem  
(Address) 1200 G st NW, 8th FL, Washington, DC 20005  
(Phone Number) / (Fax Number) 202-222-8914  
(email address) PLOREM@PL-ASSOCIATE.COM

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

PL Associates Inc. (PLA)

(Company)

(Signature of Authorized Representative)

Patrick Job E Lorem - Principal - 09/14/2026

(Printed Name and Title of Authorized Representative) (Date)

202-222-8914

(Phone Number) (Fax Number)

plorem@pl-associate.com

(Email Address)

## WVOT Temporary Technical Staffing Services –

CRFQ 0231 OOT2700000006 | State of West Virginia Office

| Line | Labor Category                                                | Hourly Rate |
|------|---------------------------------------------------------------|-------------|
| 1    | Senior Web Application Analyst                                | \$105.00    |
| 2    | CRM Application Analyst                                       | \$99.75     |
| 3    | Senior SQL Server Database Administrator                      | \$110.25    |
| 4    | Business Analyst                                              | \$89.25     |
| 5    | Learning Management System & eLearning Development Specialist | \$84.00     |
| 6    | Cloud Financial Operations Specialist                         | \$105.00    |
| 7    | Cloud Architect                                               | \$126.00    |
| 8    | Cloud Security Professional                                   | \$115.50    |
| 9    | Cloud Platform Engineer                                       | \$110.25    |
| 10   | Cloud Network Engineer                                        | \$105.00    |
| 11   | Cloud Systems Management Engineer                             | \$105.00    |
| 12   | Cloud Center of Excellence (CCOE) Implementation Specialist   | \$120.75    |
| 13   | Mainframe Systems Programmer                                  | \$110.25    |

### Total Evaluated Price

**Average Hourly Rate** **\$106.62**

### Pricing Basis / Market Check

*Rates are estimated contractor bill rates for Charleston, WV, using September 2026 local salary/job-market be payroll burden, insurance, overhead, fringe, and travel. The market-based rates have been increased by 5% to wage pressure, and performance risk across the contract term.*

Proposed Pricing

of Technology

| Evaluation Hours | Evaluated Total |
|------------------|-----------------|
| 2080             | \$218,400.00    |
| 2080             | \$207,480.00    |
| 2080             | \$229,320.00    |
| 2080             | \$185,640.00    |
| 2080             | \$174,720.00    |
| 2080             | \$218,400.00    |
| 2080             | \$262,080.00    |
| 2080             | \$240,240.00    |
| 2080             | \$229,320.00    |
| 2080             | \$218,400.00    |
| 2080             | \$218,400.00    |
| 2080             | \$251,160.00    |
| 2080             | \$229,320.00    |
| \$2,882,880.00   |                 |

benchmarks and allowing for the solicitation-required  
to provide additional allowance for recruiting difficulty,

# Technical Response

Temporary Technical Staffing Services

SUBMITTED BY

**PL Associates Inc.**

PL Associates Inc. · 1200 G Street NW, 8th Floor, Washington, DC 20005

**SOLICITATION**

CRFQ 0231 OOT2700000006

**ISSUING AGENCY**

WV Department of Administration,  
Purchasing Division

**END USER**

West Virginia Office of Technology

**BUYER**

Toby L. Welch

**BID OPENING**

Wednesday, September 23, 2026  
1:30 p.m. ET

**POINT OF CONTACT**

Patrick Job E. Lorem, Principal  
(202) 222-8914  
plorem@pl-associate.com  
pl-associate.com

**LETTER OF TRANSMITTAL****September 23, 2026****To:**

Toby L. Welch, Buyer  
West Virginia Department of Administration, Purchasing Division  
2019 Washington Street East, Charleston, West Virginia 25305-0130

**Subject: Solicitation CRFQ 0231 OOT2700000006 - Temporary Technical Staffing Services**

Dear Mr. Welch,

PL Associates Inc. is pleased to submit its bid in response to Solicitation CRFQ 0231 OOT2700000006, Temporary Technical Staffing Services, issued by the Purchasing Division on behalf of the West Virginia Office of Technology. PLA has reviewed the Solicitation in its entirety and accepts its terms and conditions in full, without exception, clarification or proposed modification.

PL Associates Inc. has provided temporary staffing and staff augmentation services continuously for nine years from its base in Washington, D.C., serving public-sector agencies, water and wastewater utilities, transportation authorities, infrastructure programmes and private-sector organisations requiring administrative, technical and project support personnel.

PLA is organised around a fact agencies usually discover the hard way: most staffing failures are not sourcing failures; they are administration failures. A timesheet that will not reconcile, a background check never closed out, a payroll error that pulls a good contractor off the assignment, a replacement that takes three weeks because nobody kept a pipeline warm.

PLA carries five named functional leads with defined authority - account management and compliance, project delivery, sourcing, payroll and benefits, and information technology - rather than one generalist recruiter carrying every function.

The WVOT environment - personnel who must integrate into an existing team, follow established procedure and produce records that withstand audit - is the environment PLA's delivery discipline was built in.

This document sets out how PLA sources, screens, verifies and manages the people it places; how candidates are evidenced against the numbered requirements in Specification 4.1; how the mentoring, technical training and structured shadowing required by Specification 1 are delivered; and who holds decision authority once the Contract is live. The hourly rates offered on the Pricing Page are fully loaded and inclusive of every cost identified in Specification 4.2.3, including all travel.

Should any part of this response raise a question, please contact me directly.

Respectfully submitted,

**Patrick Job E. Lorem**

Principal, PL Associates Inc.

(202) 222-8914 | plore@pl-associate.com

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## 1. Executive Summary

### 1.1. Who Is Bidding?

PL Associates Inc. has provided temporary staffing and staff augmentation services continuously for nine years from its base in Washington, D.C., serving public-sector agencies, water and wastewater utilities, transportation authorities, infrastructure programmes and private-sector organisations requiring administrative, technical and project support personnel.

PL Associates Inc. is the employer of record for every person it places and manages the full employment relationship: recruitment, screening, onboarding, payroll, benefits, workers' compensation, timekeeping and performance oversight. No placed individual is at any point an employee of the State or of the Agency.

Growth has been steady and self-funded. Service revenue rose from \$1,190,783 in FY2024 to \$1,786,015 in FY2025, with FY2025 total assets of \$3,115,275. Audited balance sheets and income statements for both years are available on request.

*Table 1. Bidder entity detail.*

|                           |                                                                                                                                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Legal name                | PL Associates Inc.                                                                                                               |
| Headquarters              | 1200 G Street NW, 8th Floor, Washington, D.C.                                                                                    |
| FEIN                      | 30-0991447                                                                                                                       |
| Certification             | Disadvantaged and Minority Business Enterprise, certified by the Maryland Department of Transportation, Certification No. 19-114 |
| Time in business          | nine years                                                                                                                       |
| Role on this Contract     | Prime contractor and employer of record                                                                                          |
| Authorised representative | Patrick Job E. Lorem, Director                                                                                                   |

### 1.2. What Distinguishes This Bidder

PLA is organised around a fact agencies usually discover the hard way: most staffing failures are not sourcing failures; they are administration failures. A timesheet that will not reconcile, a background check never closed out, a payroll error that pulls a good contractor off the assignment, a replacement that takes three weeks because nobody kept a pipeline warm. PLA carries five named functional leads with defined authority - account management and compliance, project delivery, sourcing, payroll and benefits, and information technology - rather than one generalist recruiter carrying every function.

### 1.3. What The Agency Is Buying, And What It Gets

*Table 2. What the Solicitation requires, and how this bid answers it.*

| What the Solicitation requires | What PLA provides |
|--------------------------------|-------------------|
|--------------------------------|-------------------|

|                                                                                                                                |                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Specialised technical expertise across thirteen named classifications, on demand, without a new procurement each time.         | A single documented process applied to every request regardless of classification or quantity, with a named owner at each stage and a record retained in the candidate file.                   |
| Candidates who meet every numbered minimum in Specification 4.1.                                                               | Requirements treated as pass-or-fail and evidenced in writing before any resume is presented. A candidate short of a mandatory requirement is not presented for that classification.           |
| Professional mentorship, technical training and structured shadowing for State analysts (Specification 1).                     | Knowledge transfer treated as part of the deliverable, not a courtesy. Communication capability is an assessed screening dimension, not an assumption.                                         |
| Hourly rates inclusive of all costs including all travel, with services available statewide (Specifications 1 and 4.2.3).      | Rates built on a statewide travel basis and firm for the Initial Contract Term and each renewal term exercised.                                                                                |
| Responsiveness, since consistent failure to fill requests is grounds for cancelling the entire Contract (Specification 4.2.2). | Only classifications PLA is prepared to staff are bid. Where the market cannot supply at the awarded rate, the Agency is told plainly rather than presented with someone who will not succeed. |

## 1.4. Classification Coverage

Specification 4.2.2 makes consistent failure or unresponsiveness to Agency staffing requests grounds for cancellation of the entire Contract, not merely of the affected line. PLA therefore bids only the classifications it is prepared to staff and formally declines the remainder on the Pricing Page rather than leaving a line blank.

SPECIFICATION 1 - CLASSIFICATIONS BID

### Thirteen classifications. Every line bid.

| APPLICATION & DATA                                               | 05    | CLOUD                                                          | 07    | MAINFRAME                       | 01    |
|------------------------------------------------------------------|-------|----------------------------------------------------------------|-------|---------------------------------|-------|
| 01 Senior Web Application Analyst                                | ✓ BID | 06 Cloud Financial Operations Specialist                       | ✓ BID | 13 Mainframe Systems Programmer | ✓ BID |
| 02 CRM Application Analyst                                       | ✓ BID | 07 Cloud Architect                                             | ✓ BID |                                 |       |
| 03 Senior SQL Server Database Administrator                      | ✓ BID | 08 Cloud Security Professional                                 | ✓ BID |                                 |       |
| 04 Business Analyst                                              | ✓ BID | 09 Cloud Platform Engineer                                     | ✓ BID |                                 |       |
| 05 Learning Management System & eLearning Development Specialist | ✓ BID | 10 Cloud Network Engineer                                      | ✓ BID |                                 |       |
|                                                                  |       | 11 Cloud Systems Management Engineer                           | ✓ BID |                                 |       |
|                                                                  |       | 12 Cloud Center of Excellence (CCOE) Implementation Specialist | ✓ BID |                                 |       |

13 / 13

CLASSIFICATIONS BID  
Priced line by line on the Pricing Page

Figure 1. The thirteen classifications in Specification 1.

All thirteen classifications are bid.

## **1.5. Basis Of Award And This Document's Status**

---

Specification 5.1 provides that the Contract is awarded to the Vendor meeting the required specifications for the lowest overall total cost shown on the Pricing Pages. This Technical Response is submitted voluntarily as supporting material. It is not an evaluated volume, it takes no exception to any term, and nothing in it qualifies or conditions the offer made on the Pricing Page.

## 2. Understanding The Requirement

### 2.1. The Operating Environment

The West Virginia Office of Technology provides oversight and support for a diverse ecosystem of mission-critical systems and enterprise applications used by State agencies. Those systems sit on a multi-tiered architecture spanning legacy mainframe, client-server, cloud and modern web applications. The Solicitation is explicit that this Contract exists to supplement WVOT's internal workforce with niche skill sets and advanced technical capabilities not currently available within the State's full-time equivalent workforce.

Three consequences follow, and they shape everything in this document.

- **The estate is genuinely mixed.** A bidder able to staff only cloud roles, or only legacy roles, covers part of the requirement. The thirteen classifications span .NET web development, Microsoft Dynamics CRM, SQL Server administration, business analysis, learning technology, seven cloud disciplines and IBM z/OS mainframe systems programming.
- **The work is drawn down, not scheduled.** This is an open-end statewide master agreement. Estimated hours are stated for evaluation only and guarantee nothing. Capacity has to exist before a request arrives, because there is no lead time built into the vehicle.
- **Performance may be required anywhere in West Virginia.** Specification 1 states that while most requests will likely fall within the metro-Charleston area, the end-user Agency may be located anywhere in the State. Specification 4.2.3 requires all travel to sit inside the hourly rate.

### 2.2. Knowledge Transfer Is Part Of The Deliverable

Specification 1: "In addition to technical delivery, contracted personnel are required to provide professional mentorship, technical training, and structured 'shadowing' opportunities for State analysts. These knowledge-transfer activities are essential to ensure the long-term support and sustainability of the State's IT infrastructure."

This is a requirement placed on the contracted personnel themselves, not on the vendor's account team. It means the person placed must be able to explain their work to someone who will hold it afterwards, which is a different test from whether they can do the work. Section 7 sets out how PLA addresses it.

### 2.3. What Makes This Hard

*Table 3. Objectives, difficulties and responses.*

| The Agency's objective                                        | Why it is difficult                                                                                       | What PLA does about it                                                                                                                                |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Candidates who genuinely meet the Specification 4.1 minimums. | Minimum-years requirements are easy to assert on a resume and slow to disprove after someone has started. | Every numbered requirement is evidenced against verified employment history in writing before a resume is presented. A candidate short of a mandatory |

|                                                                    |                                                                                                                                  |                                                                                                                                                                                                                   |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                    |                                                                                                                                  | requirement is withheld, not submitted with a caveat.                                                                                                                                                             |
| Requests filled consistently across thirteen distinct disciplines. | A generalist desk covers breadth shallowly; a specialist desk covers depth narrowly. Either gap shows up as an unfilled request. | Only classifications within demonstrated reach are bid. Sourcing begins from previously screened and redeploy able people rather than from an open-market search started on the day.                              |
| Knowledge transferred to State analysts, not just work delivered.  | Strong technical candidates are not automatically able to teach, and the obligation is easy to treat as a courtesy.              | Communication capability is a scored screening dimension with its own weighting, and the mentoring obligation is briefed to the candidate before placement rather than discovered on assignment.                  |
| Rates that hold for up to four years.                              | A rate set to win and then unable to attract a qualified person produces unfilled requests, not savings.                         | Rates are offered only for classifications PLA is prepared to staff at that rate. Where the market cannot supply at the awarded rate, the Agency is told rather than presented with someone who will not succeed. |
| Administration that does not become the Agency's problem.          | Timesheets that will not reconcile, screening never closed out and payroll errors pull good people off assignments.              | PL Associates Inc. is the employer of record and administers the full employment relationship. Named functional owners carry payroll, compliance and delivery rather than one generalist carrying all three.      |

### 3. The Bidder

#### 3.1. Company

PL Associates Inc. has provided temporary staffing and staff augmentation services continuously for nine years from its base in Washington, D.C., serving public-sector agencies, water and wastewater utilities, transportation authorities, infrastructure programmes and private-sector organisations requiring administrative, technical and project support personnel.

PLA is organised around a fact agencies usually discover the hard way: most staffing failures are not sourcing failures; they are administration failures. A timesheet that will not reconcile, a background check never closed out, a payroll error that pulls a good contractor off the assignment, a replacement that takes three weeks because nobody kept a pipeline warm. PLA carries five named functional leads with defined authority - account management and compliance, project delivery, sourcing, payroll and benefits, and information technology - rather than one generalist recruiter carrying every function.

Growth has been steady and self-funded. Service revenue rose from \$1,190,783 in FY2024 to \$1,786,015 in FY2025, with FY2025 total assets of \$3,115,275. Audited balance sheets and income statements for both years are available on request.

#### 3.2. How The Firm Is Organised

Responsibility for this Contract is divided among named functional owners rather than carried by a single generalist. The division matters because the failure modes differ: a sourcing failure and a payroll failure look nothing alike and are not fixed by the same person.

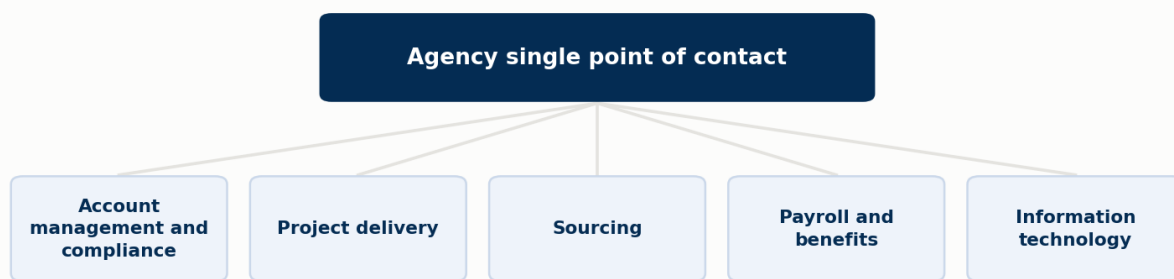


*Figure 2. Functional ownership and decision authority under this Contract.*

*Table 4. Named functional owners and their responsibilities.*

| Functional owner                  | Responsibility under this Contract                                                                                                           |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Account management and compliance | Single point of contact for the Agency; receipt and acknowledgement of every staffing request; performance reviews; invoicing and reporting. |
| Project delivery                  | Sourcing strategy, pipeline maintenance against the thirteen classifications, and candidate identification.                                  |

|                        |                                                                                                                                       |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Sourcing               | Technical assessment against the systems and platforms named in the request and at the seniority requested.                           |
| Payroll and benefits   | Independent verification of education, employment, certification and licensure; background screening; records retention.              |
| Information technology | Employer-of-record administration: payroll, tax remittance, statutory contributions, workers' compensation, benefits and timekeeping. |

### 3.3. Employer Of Record

PL Associates Inc. is the employer of record for every person it places and manages the full employment relationship: recruitment, screening, onboarding, payroll, benefits, workers' compensation, timekeeping and performance oversight. No placed individual is at any point an employee of the State or of the Agency.

This matters to the Agency for a practical reason. Where the vendor is the employer of record, a payroll question, a benefits question or a workers' compensation claim is the vendor's problem to resolve and never becomes an administrative burden on the Agency or a distraction for the person doing the work.

### 3.4. Relevant Delivery Record

*Table 5. Relevant delivery record references.*

| Client or programme                     | Work performed                                                                                                                                     |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| DC Water                                | Permit refund and backlog reduction programme - project manager, document control personnel and data technicians working across enterprise systems |
| Public utility and municipal programmes | Administrative, technical and project support personnel integrated into existing agency teams under established procedure                          |

Client reference contact details are held on file and provided on request. The documentation required by Specification 3.2, at least six individuals staffed within the listed classifications in the past five years, naming the classification, the entity supplied and that entity's contact information, will be provided prior to award, as the Specification permits.

### 3.5. Certifications And Standing

*Table 6. Certifications and compliance standing.*

|                                            |                                                                                                                                  |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Business certification                     | Disadvantaged and Minority Business Enterprise, certified by the Maryland Department of Transportation, Certification No. 19-114 |
| Employer of record                         | PL Associates Inc., for every individual placed                                                                                  |
| WV Purchasing Division vendor registration | Registration with the Purchasing Division and payment of the \$125 fee will be completed prior to award, as ITV 12 requires.     |

|                              |                                                                                                                                                                                                                                                                                                                          |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Insurance</b>             | Hiscox Insurance Company Inc.: commercial general liability \$2,000,000 each occurrence / \$2,000,000 aggregate and professional liability \$1,000,000 each claim / \$2,000,000 aggregate, policy period 13 February 2026 – 13 February 2027. Proof of the insurance required by GTC 8 will be furnished prior to award. |
| <b>Workers' compensation</b> | Maintained in accordance with applicable law                                                                                                                                                                                                                                                                             |
| <b>W. Va. Code § 5A-3-63</b> | Certified on the Certification and Signature page (Attachment 2)                                                                                                                                                                                                                                                         |

### 3.6. Delivery Team

PL Associates Inc. performs as prime contractor and remains the employer of record and the single point of accountability to the Agency for all performance, invoicing and reporting. One subcontractor is proposed.

#### 3.6.1. The Subcontractor

Bell Federal Systems, Inc. is an ISO 9001:2015-certified small business headquartered in Springfield, Virginia, providing information technology, program management, acquisition support, workforce solutions, financial management and administrative support services to federal civilian and Defense agencies. Since 2014 Bell Federal has supported mission-critical programmes through disciplined programme execution, structured governance and scalable workforce solutions.

Bell Federal brings specialist IT sourcing depth and surge recruiting capacity behind the prime's own screening, together with direct experience supplying temporary IT contract staff under comparable statewide vehicles in Louisiana, Florida and Maryland.

#### CONTRACT VEHICLES HELD BY THE SUBCONTRACTOR

*These vehicles are held by the subcontractor and are shown so the Agency can see the depth behind the delivery team. PLA does not represent them as its own contracts.*

Table 7. Subcontractor federal contract vehicles.

| Federal vehicle                           | Position and scope                                                                                                                |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| NASA SEWP VI                              | Prime, Category C — 10-year, \$60 billion GWAC for IT products, software, cloud, cybersecurity and related professional services. |
| GSA Multiple Award Schedule 47QTCA23D009F | Prime — SIN 54151S IT Professional Services; 541611 management and financial consulting; 561410; 518210DC; 561110.                |
| GSA 8(a) STARS III                        | Prime — 10-year, \$50 billion ceiling, IT services-based solutions.                                                               |
| GSA OASIS+ Small Business                 | Prime — 10-year, unlimited ceiling, services-based solutions.                                                                     |
| Navy SeaPort NxG                          | Prime — multiple-award IDIQ, engineering and programme management services.                                                       |

|                                          |                                                                            |
|------------------------------------------|----------------------------------------------------------------------------|
| MDA Shield IDIQ                          | Prime — missile defence IDIQ.                                              |
| VHA Integrated Critical Staffing Program | Subcontractor — temporary staffing to Veterans Affairs medical facilities. |

***Table 8. Subcontractor state and local vehicles and certifications.***

| State and local                                | Position and scope                                                                          |
|------------------------------------------------|---------------------------------------------------------------------------------------------|
| Louisiana — Statewide IT Staffing Support      | Five-year multiple-award contract supplying temporary IT contract staff to State agencies.  |
| Florida — Statewide IT Staffing Support        | Five-year multiple-award contract supplying temporary IT contract staff to State agencies.  |
| Maryland — Administrative Office of the Courts | Five-year multiple-award contract, staff augmentation and professional consulting services. |
| Virginia SWaM — Certification No. 824494       | Small, Micro and Minority-Owned certifications, each valid to 25 July 2027.                 |
| Metropolitan Washington Airports Authority     | Local Disadvantaged Business Enterprise (LDBE).                                             |
| WSSC Water, Maryland                           | Small, Local Business Enterprise (SLBE).                                                    |

***Table 9. Division of responsibility between prime and subcontractor.***

| Function                                                     | Performed by                                                                                      |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Agency point of contact and account management               | PL Associates Inc.                                                                                |
| Requirement decomposition and screening standard             | PL Associates Inc. — the standard is PLA's, whoever sources the candidate                         |
| Sourcing                                                     | PL Associates Inc. first; Bell Federal Systems, Inc. provides additional reach and surge capacity |
| Technical screening and final selection                      | PL Associates Inc.. No candidate reaches the Agency without clearing PLA's own review             |
| Verification and background screening                        | PL Associates Inc., applied identically to every candidate regardless of source                   |
| Employer of record, payroll, benefits, workers' compensation | PL Associates Inc.                                                                                |

Invoicing and reporting to the Agency

PL Associates Inc.

Candidates sourced by the subcontractor follow the identical process and are administered by PLA, not by the subcontractor. PL Associates Inc. remains the certifying party to the Agency and, under the General Terms and Conditions, indemnifies the State against claims arising from services rendered by any subcontractor. The subcontractor has been notified of its obligation to comply with all applicable laws, regulations and ordinances before performing any work.

## 4. Staffing Resource Management Plan

PLA runs one documented process for every staffing request, regardless of classification or quantity. The process does not shorten under time pressure; what changes is how early sourcing begins; not how much screening is done.



*Figure 3. The end-to-end process applied to every Agency staffing request.*

### 4.1. Request Intake And Requirement Decomposition

Receipt of a staffing request is acknowledged within 24 hours. The request is then converted into a written requirements record before any sourcing begins: the classification and seniority sought, the mandatory numbered requirements from Specification 4.1 that apply, the systems and platforms named, location and schedule, start date, duration, and any access or trust designation.

Five Principal Personnel hold placement authority, all of them PLA employees. Placement decisions require agreement between a commercial owner and, for technical roles, a technical owner, and no assignment starts until payroll and compliance have confirmed readiness.

The purpose of decomposing the request in writing is to separate disqualifying criteria from scored criteria up front, so that recruiters are not left making technical judgment calls they are not equipped to make, and so the Agency receives a slate that has already been filtered rather than one it has to filter itself.

### 4.2. Sourcing Sequence

The requirement runs first against PLA's internal database of previously deployed and screened professionals, then referrals, then targeted recruiting.

The sequence is deliberate. A person already screened, already verified and already known to perform is a materially lower risk than an open-market candidate, and can be presented faster. Open-market search is where the process goes when the earlier sources are exhausted, not where it starts.

*Table 10. Sourcing sequence and rationale.*

| Order | Source                                      | Why it comes first                                                                |
|-------|---------------------------------------------|-----------------------------------------------------------------------------------|
| 1     | Previously placed and redeployable people   | Already screened and verified; performance already observed rather than asserted. |
| 2     | Internal database of screened professionals | Screening history on file; availability confirmable quickly.                      |

|   |                                     |                                                                                            |
|---|-------------------------------------|--------------------------------------------------------------------------------------------|
| 3 | Referrals and professional networks | Referred candidates arrive with an implicit reference and a higher conversion rate.        |
| 4 | Targeted open-market search         | Widest reach, longest lead time, least prior knowledge. Used when the above are exhausted. |

### 4.3. Submission Package

Nothing is presented to the Agency without the following in the file. The package is assembled by the compliance owner, not by the recruiter who sourced the candidate.

- ☐ **Current resume.** Written against the requirement language, with dates that reconcile to verified employment history.
- ☐ **Written qualification summary.** Every numbered Specification 4.1 requirement for that classification, the evidence for each, and the verification source.
- ☐ **Degree copies.** Where the classification requires a degree — **Business Analyst (4.1.4.1) and Learning Management System & eLearning Development Specialist (4.1.5.1).**
- ☐ **Verification record.** Education, employment, certification and licensure confirmations.
- ☐ **Reference summaries.** Documented against a fixed questionnaire.
- ☐ **Confirmed availability.** Start date the candidate has personally confirmed, not one assumed on their behalf.

### 4.4. When The Market Cannot Supply

Where a request cannot be filled to the Specification 4.1 standard at the awarded rate, the Agency is told so directly, with the reason and what was attempted. A candidate below the standard is not presented to fill a slate. Specification 4.2.2 makes responsiveness a contractual obligation, and the honest answer to an unfillable request serves the Agency better than a submission that fails on assignment.

## 5. Screening And Verification Standard

PLA applies a four-stage screening standard. The stages are sequential, each is documented, and a candidate who fails any stage is not advanced. Recruiters hold no discretion to override a failed stage. The stages are qualification and requirement screen; structured qualification interview against a fixed question set for the role; independent verification of education, employment, certification and licensure; and assignment readiness confirmation.

*Sequential. A candidate who fails any gate is not advanced, and there is no discretionary override at recruiter level.*



*Figure 4. The screening gates. Sequential, documented, and not subject to recruiter override.*

### 5.1. Why Gates Rather Than A Score

A weighted score alone allows a strong showing on one dimension to compensate for a failure on another. Specification 4.1 does not work that way: its minimums are stated as absolutes, and a candidate with four years of experience against a five-year minimum does not meet the requirement however well they interview. The gates enforce the absolutes. The weighting that follows ranks the candidates who have already cleared them.

## 5.2. Evaluation Weighting

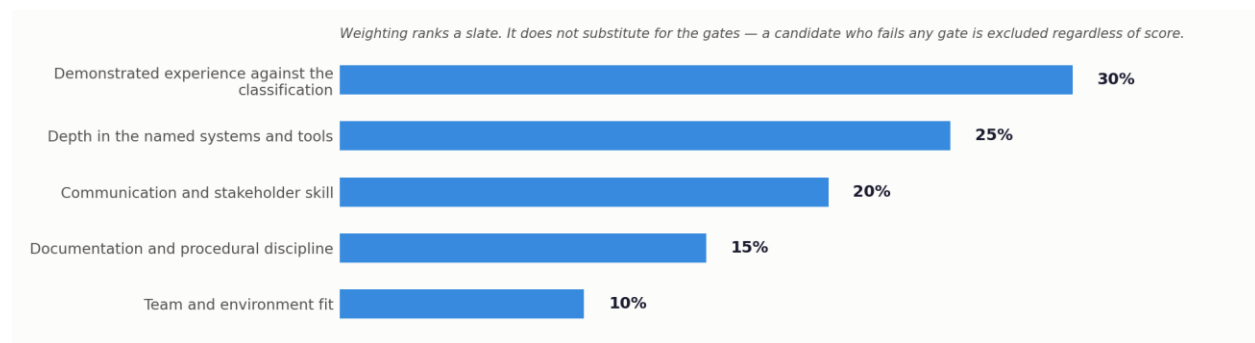


*Figure 5. How candidates who have cleared every gate are ranked against one another.*

## 5.3. Resume Validation

Resumes are validated against independent sources. Nothing is accepted because the candidate restated it in an interview. Validation is completed before submission and the evidence retained in the candidate file.

*Table 11. Resume validation outcomes.*

| Finding                                                         | Action taken                                                                                              |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Minor, explainable discrepancy                                  | Corrected and noted in the file. The candidate proceeds.                                                  |
| Claim that cannot be supported                                  | Struck from the resume. The candidate is presented only if they still meet the classification without it. |
| Material misstatement of education, certification or employment | Consideration ends immediately.                                                                           |
| Credential due to lapse during the assignment                   | Re-verified before expiry and the Agency notified in advance.                                             |
| Any amendment to a resume after certification                   | Prior certification is void; a fresh certification cycle runs before that resume is used again.           |

## 5.4. Reference Checks

Written consent is obtained before any reference is contacted, and candidates are told that reference checks are mandatory prior to submission.

- ✓ **Who qualifies.** Two to three professional references, and they must be direct supervisors, project managers or engagement leads with first-hand knowledge of the work. Peer references supplement; personal or character references are not accepted.
- ✓ **Independent confirmation.** The reference's identity and relationship to the candidate are confirmed independently of the contact details the candidate supplied.
- ✓ **A fixed questionnaire.** Employment dates and title; scope of responsibility; competency against the specific skills claimed; quality and timeliness; response to pressure and

changing priorities; communication with technical and non-technical stakeholders; reliability and attendance; handling of confidential information; reason for departure; and whether they would engage the candidate again.

- ✓ **Role-specific probing.** Where the request names a mandatory system, the reference is asked to confirm the candidate personally exercised it and to describe what they observed.
- ✓ **Adverse or unobtainable references.** A reference that contradicts the resume stops the submission until resolved. Where a reference cannot be reached, attempts are documented and a substitute obtained rather than proceeding on an incomplete file.

## 5.5. Background Screening

Completed on every candidate before submission, at PLA's own expense, through a Fair Credit Reporting Act-compliant consumer reporting agency, with the candidate's written authorisation obtained first and adverse action procedures followed where a result is disqualifying.

*Table 12. Background screening scope.*

| Check                        | Scope                                                                                                            |
|------------------------------|------------------------------------------------------------------------------------------------------------------|
| Social Security number trace | Address history establishing every jurisdiction of residence.                                                    |
| Criminal records search      | County, state and federal, across every jurisdiction identified by the trace, covering a minimum of seven years. |
| National database search     | National criminal database and sex offender registry.                                                            |
| Employment verification      | With each employer, for the period the classification requires.                                                  |
| Education verification       | With the awarding institution; foreign credentials evaluated for United States equivalency.                      |
| Certification and licensure  | Verified with the issuing body.                                                                                  |
| Professional references      | Against the fixed questionnaire at Section 5.4.                                                                  |
| Motor vehicle records        | Where the role requires operation of a vehicle.                                                                  |
| Drug screening               | Where the Agency requires it; a drug-free workplace is maintained.                                               |

## 5.6. Qualification And Suitability Are Different Tests

Qualification asks whether the candidate can do the work described in Specification 4.1. Suitability asks whether this person will succeed inside this agency, on this team, under this schedule and these access constraints. Suitability is assessed after qualification is established, never instead of it. Where a qualified candidate is judged a poor fit for a specific assignment, the Agency is told rather than left to discover it. Where a candidate exceeds the seniority requested, the billed rate remains at or below the rate for the classification the Agency asked for, the Agency is never charged for seniority it did not request.

## **5.7. Data Handling**

---

Two categories of sensitive information arise under this Contract: the personal data of candidates and placed staff, and whatever the Agency's environment exposes to a person placed inside it. The second is treated as the more serious. Placed staff work inside the Agency's own systems by default, PLA holds as little Agency data as the work allows, and access is revoked the day an assignment ends.

## 6. Mapping Candidates To Specification 4.1

*Specification 4.2.1 provides that bidders supply an hourly rate for each position and present candidate qualifications when the need arises, and Specification 4.2.4 places the resume and qualification-documentation obligation on successful vendors when candidates are presented to the Agency. This section sets out the standard applied at that point. No candidate documentation is submitted with this bid.*

Specification 4.1 sets out seventy-nine numbered requirements across the thirteen classifications. Most are stated as minimum years of experience in a named technology or activity; a smaller number are stated as ‘should’ and are treated as preferences rather than gates. Each is evaluated in writing, requirement by requirement, before a resume is presented.

*Table 13. Requirement counts by classification, from Specification 4.1.*

| Classification                                                | Numbered requirements | Mandatory ('must') | Preference ('should') | Degree required                            |
|---------------------------------------------------------------|-----------------------|--------------------|-----------------------|--------------------------------------------|
| Senior Web Application Analyst                                | 4.1.1.1 – 4.1.1.10    | 9                  | 1                     | No                                         |
| CRM Application Analyst                                       | 4.1.2.1 – 4.1.2.8     | 7                  | 1                     | No                                         |
| Senior SQL Server Database Administrator                      | 4.1.3.1 – 4.1.3.6     | 6                  | —                     | No                                         |
| Business Analyst                                              | 4.1.4.1 – 4.1.4.8     | 7                  | 1                     | Yes (or the stated experience alternative) |
| Learning Management System & eLearning Development Specialist | 4.1.5.1 – 4.1.5.9     | 9                  | —                     | Yes                                        |
| Cloud Financial Operations Specialist                         | 4.1.6.1 – 4.1.6.4     | 3                  | 1                     | No                                         |
| Cloud Architect                                               | 4.1.7.1 – 4.1.7.4     | 3                  | 1                     | No                                         |
| Cloud Security Professional                                   | 4.1.8.1 – 4.1.8.4     | 4                  | —                     | No                                         |
| Cloud Platform Engineer                                       | 4.1.9.1 – 4.1.9.5     | 5                  | —                     | No                                         |
| Cloud Network Engineer                                        | 4.1.10.1 – 4.1.10.4   | 4                  | —                     | No                                         |
| Cloud Systems Management Engineer                             | 4.1.11.1 – 4.1.11.5   | 5                  | —                     | No                                         |
| Cloud Center of Excellence Implementation Specialist          | 4.1.12.1 – 4.1.12.4   | 3                  | 1                     | No                                         |

|                              |                     |   |   |    |
|------------------------------|---------------------|---|---|----|
| Mainframe Systems Programmer | 4.1.13.1 – 4.1.13.4 | 4 | — | No |
|------------------------------|---------------------|---|---|----|

## 6.1. How A Requirement Is Evidenced

Each numbered requirement is answered with the employer, the project, the dates and the resume page on which it appears. The standard is that a reviewer can verify the claim without asking a question.

*Table 14. Worked example of the qualification-map format.*

| Ref     | Requirement                                                      | Evidence                                                                 | Resume page | Meets |
|---------|------------------------------------------------------------------|--------------------------------------------------------------------------|-------------|-------|
| 4.1.1.6 | Minimum three years using ASP.Net MVC, WCF, jQuery and jQuery UI | Illustrative: state agency claims portal rebuild, 2021–2025 (four years) | p. 2        | Yes   |

## 6.2. A Note On The Numbering In Specification 4.1.4

Requirements 4.1.4.9 through 4.1.4.12 are numbered under Business Analyst, but their text describes the Learning Management System & eLearning Development Specialist and duplicates 4.1.5.1 through 4.1.5.3. Requirement 4.1.5.5 also repeats 4.1.5.4 verbatim. Candidates are evidenced against the requirements as they apply to the classification being filled. No interpretation of the Solicitation is proposed or implied.

## 7. Knowledge Transfer To State Analysts

Specification 1 places the mentoring obligation on the contracted personnel themselves and describes the resulting activity as essential to the long-term support and sustainability of the State's IT infrastructure. It is a deliverable, and it is treated as one here.

Specification 1 makes knowledge transfer a required activity. These are the three forms it names.

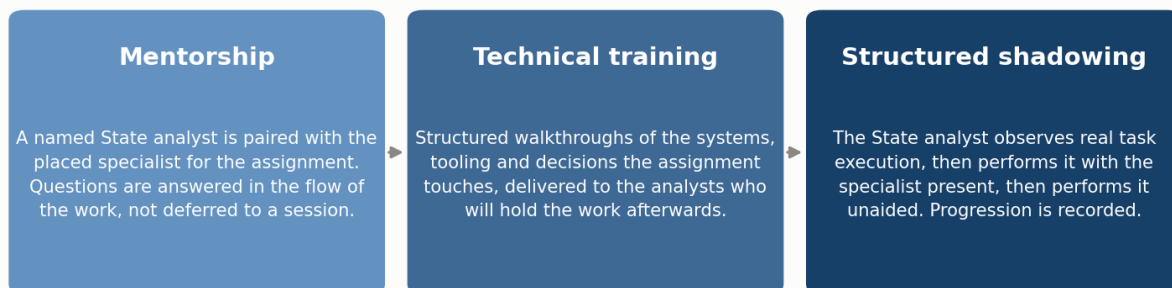


*Figure 6. The three forms of knowledge transfer named in Specification 1.*

### 7.1. Selecting For It, Not Hoping For It

The ability to do technical work and the ability to explain it are different capabilities, and the second is not implied by the first. Communication capability carries its own weighting in the evaluation at Section 5.2 and is assessed through structured questioning and confirmed with references, not inferred from a resume.

Several classifications in Specification 4.1 state a communication requirement explicitly, 4.1.1.10, 4.1.2.8, 4.1.4.8, 4.1.7.4 and 4.1.12.4 among them. The mentoring obligation in Specification 1 applies across all thirteen, whether the classification restates it.

### 7.2. Briefed Before Placement

The knowledge-transfer obligation is explained to the candidate before placement, as part of the assignment rather than as an addition to it. A candidate who is unwilling to mentor is not presented for a WVOT assignment.

### 7.3. The Three Named Activities

*Table 15. The three knowledge-transfer activities named in Specification 1.*

| Activity                | What it looks like in practice                                                                                                                                                             |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional mentorship | A named State analyst is paired with the placed specialist for the duration of the assignment. Questions are answered in the flow of the work rather than deferred to a scheduled session. |
| Technical training      | Structured walkthroughs of the systems, tooling and design decisions the assignment touches, delivered to the analysts who will hold the work after the assignment ends.                   |

|                      |                                                                                                                                                                                                            |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Structured shadowing | The State analyst observes the task performed, then performs it with the specialist present, then performs it unaided. Progression through those three states is the measure of whether transfer occurred. |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 7.4. Why This Matters To The Agency

Staff augmentation that transfers nothing leaves the Agency in the same position at the end of the assignment as at the start, and dependent on the vehicle to stay there. Specification 1 is written to prevent that outcome. Treating knowledge transfer as a deliverable rather than a courtesy is what makes the difference measurable.

## 8. Onboarding, Assignment Management And Replacement

### 8.1. Before The First Day

Employment eligibility is verified, background screening closed out, payroll and benefits enrolment completed, and any badging or facility access arranged before the assignment begins. The placed individual is briefed on reporting procedures, communication protocols, the Agency's rules of conduct, security procedures and attire standards.

### 8.2. During The Assignment

Standing contact is maintained with both the Agency supervisor and the placed individual. That two-sided contact is deliberate: it surfaces issues while they are still small and before the Agency must raise them.

*Table 16. Assignment management activities.*

| Activity                                    | Cadence                                   | Owner                  |
|---------------------------------------------|-------------------------------------------|------------------------|
| Check-in with the placed individual         | Regular, and always in the first week     | Account management     |
| Check-in with the Agency supervisor         | Regular, and always in the first week     | Account management     |
| Timesheet and leave administration          | Each pay cycle                            | Payroll administration |
| Attendance and performance monitoring       | Continuous                                | Account management     |
| Credential currency review                  | Ahead of any expiry during the assignment | Compliance             |
| Contract performance review with the Agency | Standing cadence agreed at mobilisation   | Account management     |

### 8.3. When Something Goes Wrong

The objective is that performance issues are raised by PLA before the Agency has to raise them. Where an issue does arise, the escalation below applies. The Agency may enter at any level and is never required to start at the bottom.

*Table 17. Performance escalation.*

| Level | Trigger                                                   | Response                                                                                                         |
|-------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1     | Early signal — attendance, responsiveness, output quality | Account management raises it directly with the placed individual and informs the Agency supervisor.              |
| 2     | Issue persists after the first intervention               | Documented performance discussion; a corrective plan agreed with the Agency supervisor and confirmed in writing. |

|   |                                                            |                                                                                                                          |
|---|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 3 | Corrective plan not met, or a serious single incident      | Replacement process initiated; a screened replacement identified while the incumbent remains only if the Agency wishes.  |
| 4 | Agency exercises its right to reject the placed individual | Assignment ends. Replacement sourced through the full process at Sections 4 and 5. No charge for the replacement search. |

#### 8.4. Replacement

A replacement is sourced through the same documented process, beginning at the top of the sourcing sequence in Section 4.2, which is precisely why that sequence begins with people already screened and verified. A replacement is not an occasion to relax the screening standard; it is the occasion when the standard matters most.

## **9. Contract Governance And Decision Authority**

Five Principal Personnel hold placement authority, all of them PLA employees. Placement decisions require agreement between a commercial owner and, for technical roles, a technical owner, and no assignment starts until payroll and compliance have confirmed readiness.

### **9.1. Single Point Of Contact**

The Agency deals with one named person for everything arising under this Contract: requests, candidate submissions, performance, invoicing and reporting. That person has the authority to resolve, not merely to relay.

Contract Administrator: Patrick Job E. Lorem, Principal, PL Associates Inc. — 1200 G Street NW, 8th Floor, Washington, DC 20005 — (202) 222-8914 — plore@pl-associate.com. These details match the Designated Contact page at Attachment 2.

### **9.2. Decision Authority For Placements**

No placement proceeds on one person's judgment. A placement requires agreement between the commercial owner and, for technical roles, the technical owner, and no assignment starts until compliance and payroll have confirmed readiness. Recruiters hold no authority to override a failed screening gate, and a candidate who did not clear a gate cannot be added to a slate by exception.

### **9.3. Reporting And Administration**

Reporting obligations under the General Terms and Conditions are loaded into an internal calendar at contract activation, with a named owner and internal due dates set ahead of the Agency's, and are reviewed at every performance review. Administration is treated as the vendor's burden to carry, not the Agency's to chase.

## 10. Quality Assurance And Continuous Improvement

### 10.1. What Is Measured

*Table 18. Quality measures.*

| Measure                                         | Why it is tracked                                                                                                         |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Requests answered with a compliant slate        | The primary obligation. Specification 4.2.2 makes consistent failure grounds for cancelling the entire Contract.          |
| Candidates presented per request                | A high number signals weak filtering. The aim is a short slate the Agency can choose from, not a long one it must filter. |
| Candidates accepted after Agency interview      | Tests whether the screening standard predicts what the Agency actually wants.                                             |
| Assignments completed without early termination | The clearest measure of whether suitability assessment worked.                                                            |
| Screening gates cleared before submission       | Audited internally. A submission that bypassed a gate is a process failure regardless of outcome.                         |
| Credential currency                             | No placed individual should be working on a lapsed certification.                                                         |

### 10.2. Internal Audit

Candidate files are audited internally against the screening standard. The audit asks whether every gate was cleared and documented before submission, not whether the placement turned out well, a good outcome from a skipped step is still a process failure, and the next one will not be lucky.

### 10.3. Feedback Loop

Where the Agency rejects a slate, the reason is recorded and sourcing re-opened at no cost, with what was learned reported back. Rejections are the most useful signal available about the gap between the written requirement and what the Agency needs.

## 11. Risk Management

The risks below are the ones that materialise on staffing contracts of this shape. Each is stated with the control applied to it.

*Table 19. Risk register.*

| Risk                                                                    | Consequence for the Agency                                            | Control                                                                                                                                                                                           |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A request arrives for a classification with no warm pipeline.           | Delay, or a submission below standard.                                | Only classifications within demonstrated reach are bid. Pipelines are maintained against the thirteen classifications continuously, not opened when a request lands.                              |
| A candidate's stated experience does not survive verification.          | An unqualified person placed on a mission-critical system.            | Independent verification of education, employment, certification and licensure before submission. Material misstatement ends consideration.                                                       |
| A placed individual leaves mid-assignment.                              | Loss of continuity and institutional knowledge.                       | Employer-of-record relationship, regular two-sided check-ins, and a sourcing sequence that begins with already-screened people so replacement is fast.                                            |
| A credential lapses during a long assignment.                           | Compliance exposure for the Agency.                                   | Credential currency reviewed ahead of expiry and the Agency notified in advance.                                                                                                                  |
| Work is requested outside the Charleston metro area.                    | Unplanned travel cost, or a refusal to staff the request.             | Rates are built on a statewide travel basis. Travel is inside the rate, as Specification 4.2.3 requires.                                                                                          |
| Market rates rise during a four-year term.                              | Unfilled requests as the awarded rate stops attracting candidates.    | Rates are offered only where PLA is prepared to staff at that rate for the full term. Where the market cannot supply, the Agency is told rather than presented with someone who will not succeed. |
| Knowledge transfer does not happen in practice.                         | The Agency ends the assignment no more self-sufficient than it began. | Communication capability is a weighted screening dimension; the obligation is briefed before placement; shadowing progression is recorded.                                                        |
| Administrative failure — timesheets, payroll, screening not closed out. | Distraction for the Agency and disruption for the placed individual.  | Named functional owners for payroll, compliance and delivery rather than one generalist carrying all three.                                                                                       |

## 12. Transition And Mobilisation

This Contract can produce a request immediately on execution. Mobilisation is therefore organised so that readiness precedes the first request rather than being assembled in response to it.

### TRANSITION AND MOBILISATION

**From award to steady state in ten working days.**

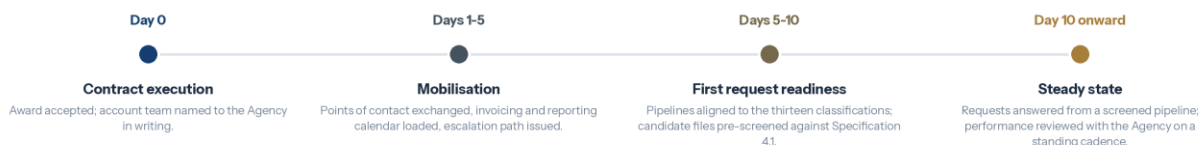


*Figure 7. From contract execution to steady state.*

| Phase                              | Activity                                                                                                                                                    | Output                                                                                        |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Contract execution                 | Award accepted; account team named to the Agency in writing; escalation path issued.                                                                        | The Agency knows who to call before it needs to call anyone.                                  |
| Mobilisation, days 1–5             | Points of contact exchanged; invoicing and reporting calendar loaded with internal due dates; timekeeping and payroll set up for the Agency's arrangements. | Administration is live before the first placement, not after it.                              |
| First-request readiness, days 5–10 | Pipelines aligned to the classifications bid; candidate files pre-screened against Specification 4.1; availability re-confirmed.                            | A compliant slate can be produced from screened candidates rather than an open-market search. |
| Steady state, day 10 onward        | Requests answered from the screened pipeline; performance reviewed with the Agency on a standing cadence.                                                   | Predictable response, with issues surfaced before the Agency has to raise them.               |

### 13. Compliance Summary

The confirmations below are made elsewhere in this bid and are carried forward here so that a reviewer assessing responsiveness does not have to return to the bid file to establish them.

| Requirement                                          | Reference             | Confirmation                                                                                                                 |
|------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------|
| Terms and conditions accepted                        | ITV 22                | Accepted in full, without exception, clarification or proposed modification.                                                 |
| Bid signed by an authorised representative           | ITV 6                 | Certification and Signature page executed at Attachment 2.                                                                   |
| Five years in business providing similar IT services | Spec 3.1              | Documentation provided prior to award, as Specification 3.1 permits.                                                         |
| Six or more placements in the listed classifications | Spec 3.2              | Evidenced at Appendix A, with third-party verification from Bell Federal Systems, Inc.                                       |
| Hourly rate offered for each classification bid      | Spec 4.2.1            | Pricing Sheet at Attachment 3; rates entered on every line in wvOASIS.                                                       |
| Rates inclusive of all costs including all travel    | Spec 4.2.3            | Confirmed in the Pricing Narrative at Attachment 5.                                                                          |
| Resume and qualification documentation per candidate | Spec 4.2.4            | Provided to the Agency when candidates are presented (post-award obligation).                                                |
| Employer of record                                   | Spec 4.2.3            | PL Associates Inc., for every individual placed.                                                                             |
| Pricing Page completed in full                       | Spec 5.2              | Every line carries a rate or a formal No Bid.                                                                                |
| Addenda acknowledged                                 | ITV 8                 | Addendum Acknowledgement Form for each addendum issued, at Attachment 1.                                                     |
| Vendor registration and \$125 fee                    | ITV 12                | Registration with the Purchasing Division and payment of the \$125 fee will be completed prior to award, as ITV 12 requires. |
| Insurance                                            | GTC 8                 | Proof of insurance furnished prior to award, as GTC 8 requires.                                                              |
| Workers' compensation                                | GTC 9                 | Maintained in accordance with applicable law.                                                                                |
| No boycott of Israel                                 | W. Va. Code § 5A-3-63 | Certified on the Certification and Signature page.                                                                           |

## 14. Appendix A - Specification 3.2: Past Staffing Experience

Specification 3.2 requires documentation showing that the bidder has provided staffing of at least six (6) individuals within the listed classifications within the past five (5) years, naming the entity to whom the individuals were supplied and giving contact information for that entity. The documentation is formally due prior to award; it is included here so that nothing must be chased on a compressed award timetable. No resumes are submitted with this bid.

### 14.1. Statement Of Past Staffing Experience

PL Associates meets the qualification requirements of Section 3.2 based on its demonstrated experience recruiting and providing qualified information technology personnel during the preceding five (5) years. PL Associates provided staffing services to Bell Federal Systems, Inc. (BFSI) in support of BFSI's federal subcontracting requirements, including engagements in which BFSI served as a subcontractor to PowTec Solutions, LLC (PowTec). Through this relationship, PL Associates recruited, screened, and furnished a minimum of six (6) individual technical personnel performing functions corresponding to the classifications required by the West Virginia Office of Technology (WVOT), including Business Analyst, Senior Web Application Analyst, CRM Application Analyst, Senior SQL Server Database Administrator, Cloud Platform Engineer, and Cloud Network Engineer.

The underlying PowTec federal past performance demonstrates the scope and technical complexity of the environments supported by these staffing efforts. PowTec's U.S. Air Force 62nd Operations Group contract, valued at approximately \$5.2 million and performed at Joint Base Lewis-McChord, provides Tier II and Tier III information technology support to more than 750 end users across secure NIPR and SIPR environments. The work encompasses systems administration, Active Directory, VPN configuration, ServiceNow, Microsoft 365, PowerShell, SharePoint, secure network troubleshooting, cybersecurity, asset management, and enterprise IT support. The labor categories supporting this environment include Information Systems Specialists, Business Analysts, Cybersecurity Analysts, Security Engineers, ServiceNow Platform System Administrators, and Application Developers/Engineers/Programmers.

The relevance of this experience is further demonstrated by PowTec's \$4.5 million U.S. Department of the Interior, Office of the Chief Information Officer (OCIO), Identity, Credential, and Access Management (ICAM) program. This engagement provides full lifecycle support for enterprise web applications, including application development, deployment, server maintenance, data management, database support, system integration, cybersecurity, and performance optimization. The technical environment includes .NET, C#, Angular, React, SQL Server, PostgreSQL, Oracle, Azure DevOps, SharePoint, Visual Studio, Active Directory, and CI/CD technologies. The program utilizes technical personnel including Senior and Intermediate Application Developers/Engineers/Programmers, Senior IT Data Engineers, Data Modelers, IT DevSecOps Engineers, AI/Cloud Engineers, ServiceNow Platform System Administrators, Cybersecurity Analysts, Security Engineers, Information Systems Specialists, and Senior and Intermediate Business Analysts.

PL Associates' role in support of BFSI was specifically focused on recruiting, screening, and providing qualified technical staffing resources to support these types of federal information technology requirements. Through its relationship with BFSI, PL Associates successfully provided a minimum of six (6) individual technical personnel performing functions corresponding to

WVOT's Business Analyst, Senior Web Application Analyst, CRM Application Analyst, Senior SQL Server Database Administrator, Cloud Platform Engineer, and Cloud Network Engineer classifications. This experience demonstrates PL Associates' established ability to identify qualified candidates, evaluate personnel against technical requirements, fulfill multiple staffing requirements, and provide personnel capable of supporting complex government IT environments. Accordingly, PL Associates demonstrates the staffing experience, recruiting capability, and organizational capacity required to provide temporary technical personnel under CRFQ 0231 OOT2700000006 and satisfies the experience requirement of Section 3.2.

## 14.2. Classifications staffed and entity supplied

| # | Classification (Specification 1)         | Entity to whom the individual was supplied                |
|---|------------------------------------------|-----------------------------------------------------------|
| 1 | Business Analyst                         | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |
| 2 | Senior Web Application Analyst           | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |
| 3 | CRM Application Analyst                  | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |
| 4 | Senior SQL Server Database Administrator | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |
| 5 | Cloud Platform Engineer                  | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |
| 6 | Cloud Network Engineer                   | Bell Federal Systems, Inc. (prime: PowTec Solutions, LLC) |

Reference contact for the entity supplied: Adrian Bell, President, Bell Federal Systems, Inc., Springfield, Virginia — (571) 274-9800 — abell@bellfsinc.com.

### Note On This Document's Status

This Technical Response is submitted voluntarily. The Solicitation does not require it, does not score it, and awards on lowest overall total cost under Specification 5.1. Nothing in this document takes exception to, clarifies, or proposes any modification of any requirement or term of the Solicitation, and nothing in it qualifies or conditions the offer made on the Pricing Page.

### 14.3. Third-Party Verification

The letter below is provided by Bell Federal Systems, Inc., the entity to which the personnel were supplied.

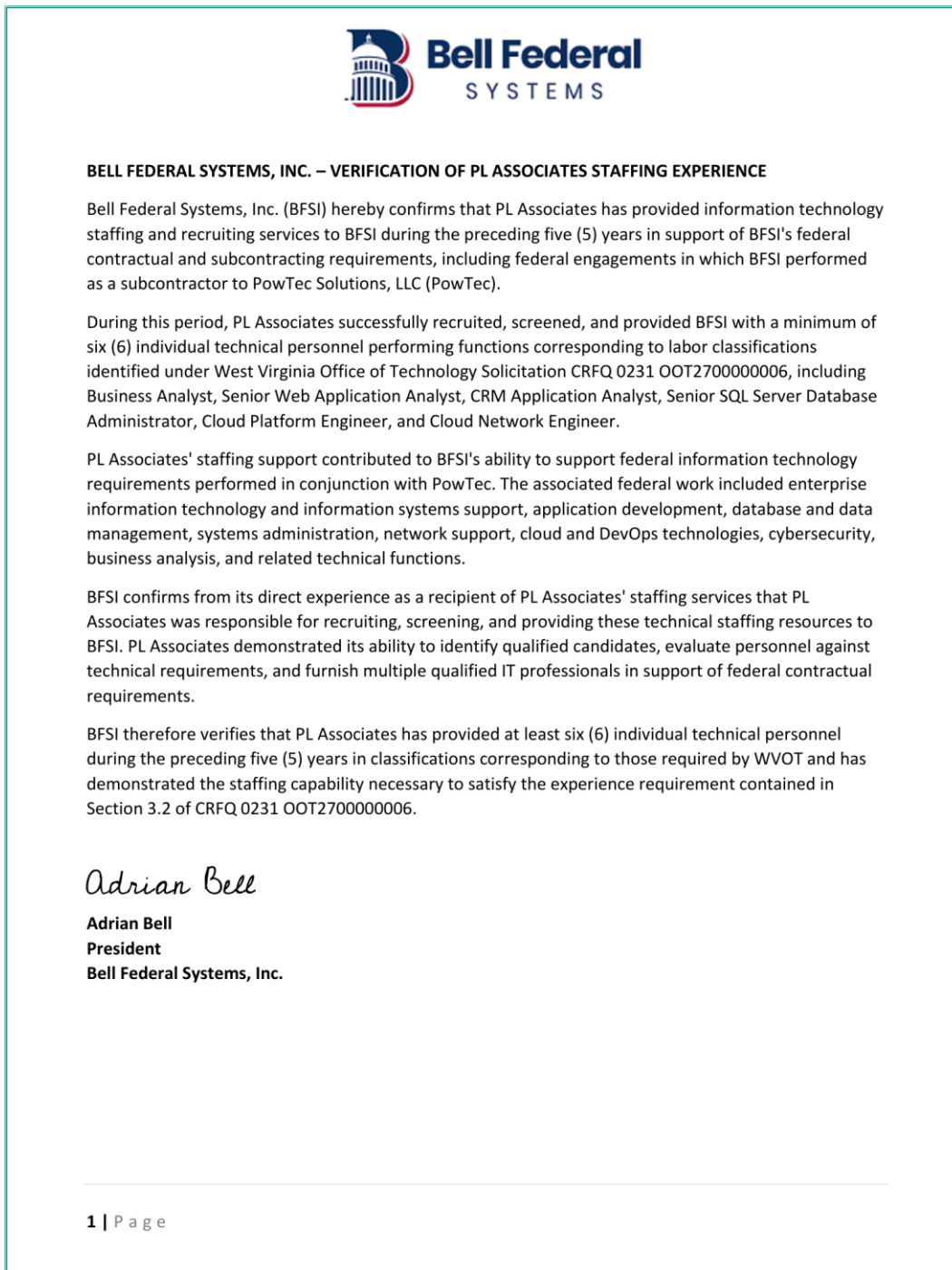


*Figure 8. Verification of staffing experience, Bell Federal Systems, Inc.*

# Pricing Narrative

Temporary Technical Staffing Services

SUBMITTED BY

**PL Associates Inc.**

PL Associates Inc. · 1200 G Street NW, 8th Floor, Washington, DC 20005

**SOLICITATION**

CRFQ 0231 OOT2700000006

**ISSUING AGENCY**

WV Department of Administration,  
Purchasing Division

**END USER**

West Virginia Office of Technology

**BUYER**

Toby L. Welch

**BID OPENING**

Wednesday, September 23, 2026  
1:30 p.m. ET

**POINT OF CONTACT**

Patrick Job E. Lorem, Principal  
(202) 222-8914  
plorem@pl-associate.com  
pl-associate.com

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## 1. Rate Schedule

The rates below are reproduced from the signed Pricing Sheet at Attachment 3 and are identical to the unit prices entered against each line in wvOASIS. All rates are per hour and are fully loaded.

| Line | Classification                                                | Est. hours    | Unit | Hourly rate | Extended              |
|------|---------------------------------------------------------------|---------------|------|-------------|-----------------------|
| 1    | Senior Web Application Analyst                                | 2,080         | HOUR | \$105.00    | \$218,400.00          |
| 2    | CRM Application Analyst                                       | 2,080         | HOUR | \$99.75     | \$207,480.00          |
| 3    | Senior SQL Server Database Administrator                      | 2,080         | HOUR | \$110.25    | \$229,320.00          |
| 4    | Business Analyst                                              | 2,080         | HOUR | \$89.25     | \$185,640.00          |
| 5    | Learning Management System & eLearning Development Specialist | 2,080         | HOUR | \$84.00     | \$174,720.00          |
| 6    | Cloud Financial Operations Specialist                         | 2,080         | HOUR | \$105.00    | \$218,400.00          |
| 7    | Cloud Architect                                               | 2,080         | HOUR | \$126.00    | \$262,080.00          |
| 8    | Cloud Security Professional                                   | 2,080         | HOUR | \$115.50    | \$240,240.00          |
| 9    | Cloud Platform Engineer                                       | 2,080         | HOUR | \$110.25    | \$229,320.00          |
| 10   | Cloud Network Engineer                                        | 2,080         | HOUR | \$105.00    | \$218,400.00          |
| 11   | Cloud Systems Management Engineer                             | 2,080         | HOUR | \$105.00    | \$218,400.00          |
| 12   | Cloud Center of Excellence (CCOE) Implementation Specialist   | 2,080         | HOUR | \$120.75    | \$251,160.00          |
| 13   | Mainframe Systems Programmer                                  | 2,080         | HOUR | \$110.25    | \$229,320.00          |
|      | <b>TOTAL OVERALL COST</b>                                     | <b>27,040</b> |      |             | <b>\$2,882,880.00</b> |

Estimated hours are those stated in the Solicitation for evaluation purposes and do not represent a guaranteed minimum or maximum. Any classification not bid is marked "No Bid", matching the Response Type set on that line in wvOASIS.

## 2. What Is Included In The Rate

Specification 4.2.3 requires hourly rates inclusive of all costs. The rates offered meet that requirement in full. Each element below is inside the rate; none is charged separately.

| Component                                                       | Included |
|-----------------------------------------------------------------|----------|
| Direct compensation to the assigned individual                  | Yes      |
| Federal, state and local withholding taxes                      | Yes      |
| Social Security and Medicare                                    | Yes      |
| Unemployment compensation                                       | Yes      |
| Workers' compensation                                           | Yes      |
| General liability and professional liability premiums           | Yes      |
| Candidate fringe and benefits                                   | Yes      |
| Recruitment, screening, verification and background checks      | Yes      |
| Payroll administration, timekeeping and account management      | Yes      |
| Vendor overhead and administration                              | Yes      |
| All travel expenses, including travel anywhere in West Virginia | Yes      |
| Any other cost of performance                                   | Yes      |

## 3. How The Rate Is Constructed

The rate for each classification is built from the same components in the same order, varying by the market compensation for that discipline and seniority. PLA is the employer of record and carries the full statutory employer burden on every placed individual, so that burden is inside the rate rather than passed through.

The rates offered are fully burdened contractor bill rates developed from Charleston, West Virginia and surrounding regional market rates for the thirteen labor categories required by the Solicitation. Each rate absorbs the payroll burden, applicable taxes, insurance, fringe benefits, corporate overhead and all travel that Specification 4.2.3 places inside the hourly rate and reflects the differences in recruiting difficulty and market demand between the categories rather than applying a uniform rate across every position. The result is an average hourly rate of \$101.54 and a total evaluated price of \$2,745,600 at the Solicitation's evaluation quantity of 2,080 hours for each category.

Rates differ between classifications because the market compensation for the underlying discipline differs. The proportional structure above is applied consistently across every classification bid.

#### **4. Prompt-Payment Discount**

PL Associates Inc. offers the following discounts for early payment of invoices, entered on the Discounts step of the wvOASIS response: 2.00% if paid within 10 days; 1.50% within 15 days; 1.00% within 20 days; 0.50% within 25 days.

#### **5. Rate Stability Across The Contract Term**

The Initial Contract Term is one year, renewable for up to three successive one-year terms by mutual written consent.

"The rates offered are firm for the Initial Contract Term and for each renewal term exercised in accordance with the Solicitation."

No escalation, indexation or re-pricing mechanism is proposed.

#### **6. Basis Of The Offer**

"The rates set out above constitute the complete consideration for the Contract Services. No additional fees, charges or expenses are proposed. PL Associates Inc. accepts the terms and conditions of the Solicitation in full, without exception, clarification or proposed modification."