

FAX**Date:** 09/18/2020**Pages including cover sheet:** 203

To:	
Phone	
Fax Phone	(304) 558-3970

From:	Kranti Ponnam
	6494 weathers Place
	San Diego
	CA 92121
Phone	18475132999
Fax Phone	18582256834

NOTE:

SoftHQ Inc's Response to the State of West Virginia's
CRFQ_0511 MIS21000002 - Temporary IT Staffing for DVDHHR/OMIS

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STATE OF WEST VIRGINIA

TEMPORARY IT STAFFING FOR WV DHHR / OMIS

CENTRALIZED REQUEST FOR QUOTE

CRFQ_0511_MIS2100000002

ORIGINAL

SEPTEMBER 18, 2020 13:30 EST

Submission via wvOASIS to:

ATTENTION:

CRYSTAL G HUSTEAD

STATE OF WEST VIRGINIA

DEPARTMENT OF ADMINISTRATION / PURCHASING DIVISION

2019 WASHINGTON STREET EAST

CHARLESTON WV 25305

PHONE: (304) 558-2402

EMAIL: CRYSTAL.G.HUSTEAD@WV.GOV

SUBMITTED BY:

SOFTHQ

SOFTHQ, INC.

6494 WEATHERS PLACE SUITE 200,

SAN DIEGO, CA - 92121

WWW.SOFTHQ.COM

Person Authorized to Negotiate and Sign the Proposal:

KRANTI PONNAM

TITLE: PRESIDENT

PHONE: (858) 658-9200

EMAIL: RFP@SOFTHQINC.COM / KRANTI@SOFTHQINC.COM

State of West Virginia
Department of Administration

SoftHQ, Inc., Sep 18, 2020
CRFQ_0511_MIS2100000002

Centralized Request for Quote for Temporary IT Staffing Services for WV DHHR / OMIS

COVER LETTER

September 18, 2020

Attention:

Crystal G Hustead
State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street East
Charleston WV 25305
Phone: (304) 558-2402
Email: crystal.g.hustead@wv.gov

Subject: SoftHQ's response to provide the State of West Virginia's (State) **Temporary IT Staffing Services for WV DHHR / OMIS**

Dear Ms. Crystal G. Hustead,

SoftHQ, Inc. (SoftHQ) proposes to provide all goods and services as set forth in the "Centralized Request for Quote" to provide **Temporary IT Staffing Services** with **CRFQ 0511 MIS2100000002**, for which fees/costs have been set. The proposal and fees/costs offered herein shall apply for **120 days** from the date of opening.

Established in FY 2010 and headquartered in San Diego, SoftHQ is a Minority Business Enterprise (MBE) led by Kranti Ponnamm (President-Operations), and Hemant Joshi Neupane (Director-Consulting Services) who has the authority to give presentations for the company. SoftHQ is an IT consulting and service provider, and global IT solutions and staffing firm incorporated in the San Diego, California. SoftHQ is a small business enterprise with <\$27.5M size standard under NAICS 541511, 541512, 541513, and 541519. SoftHQ has been providing Temporary IT Staffing Services to various State, Local, and Fortune 500 Commercial clients. Based on our past performances and our core competencies, we are an excellent match with State's Temporary Staffing Services CRFQ.

SoftHQ assigns Kranti Ponnamm as an Account Manager for this CRFQ and he is responsible for the Orders / requirements, contract related issues, day to day activities and client coordination. He has 15+ years of experience in managing the contracts. Below table illustrates our Company Information:

Company Name	SoftHQ, Inc.
FEIN	27-1798370
Address, Telephone Numbers, E-mail Addresses and Fax Numbers of the Entity	Address: 6494 Weathers Place Suite 200, San Diego, CA 92121 Phone: (858) 658-9200; Fax: (858) 225-6834; Email: rpf@softhqinc.com Website: www.softhq.com
Contact Details	Name: Kranti Ponnamm; Title: President Address: 6494 Weathers Place Suite 200, San Diego, CA 92121 Phone: (858) 658-9200; Fax: (858) 225-6834; Email: kranti@softhqinc.com

SoftHQ has evolved from an IT and Engineering focused company concentrating primarily into a global workforce solutions leader with a breadth of specialty businesses. SoftHQ's technical knowledge and breadth of expertise in providing IT Staff Augmentation and Project-Based Services has earned appreciation from many of our customers and paved way for long-term

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engagements. Our core competencies are Project Management, Business Analysis, Systems Analysis, Systems Administration, Database Administration, Virtualization Support, Technical Solutions and Architecture, Network Infrastructure, Network Administration, Network Security, Information Security, Integration of Systems, Data Collection and Analysis, QA/UA Testing, ERP Implementation and Maintenance, Application Development and Maintenance, and Helpdesk Support. Over the past 10 years, have a proven record of accomplishment of providing on-call Agile Program Managers, LOB Managers, Project Schedulers, Business Systems Analysts, Database Engineers, Database Administrators, Database Architects, Data Scientists, Data Center Specialists, GIS Specialists, GIS Developers, GIS Analysts, AI Analysts, IT Project Managers, Contract Administrators, IT Governance Specialist, Enterprise IT Architect, IT Strategy Specialist, IT Security Specialist, IT Design Specialist, Solutions Architects, Technology Support Specialists, ITIL Specialists, Pentaho Administrators, Maximo Administrators, PeopleSoft Administrators, Microsoft Enterprise Messaging Administrators, Performance Engineers, QA Specialists, QA Testers, Test Managers, Business Analysts, Business Process Re-Engineering Specialists, Business Intelligence (BI) Specialists, BI Architects, BI Developers, Data Warehouse Managing Consultants, Sr. PMO Analyst, Backup and Recovery Specialists, Service Desk Engineers, Trainers, Help Desk / Desktop Personnel, Software Developers, Software Programmers, Software Engineers, Application Architects, System Programmers, Systems Analysts, System Administrators, Systems Configuration Engineers, Systems Engineers, Configuration Managers, Drafting Technicians, Technical Writers, Cloud Services Specialists, Web Application Developers, Web Front-End Developers, WordPress Front-End Developers, Web Masters, Graphic Designers, Disaster Recovery Planning Specialists, Cyber Security Specialists, Security Engineers, Police Security Systems Specialist, Communications Engineers, Communication Electricians, Motorola Radio Programmers, Network Architects, Certified Network Engineers, Network Administrators, Network Security Specialists, Microsoft Exchange Server Specialists, Telecommunications Engineers, Audio/Visual Technicians, Virtualization Engineers, and IT Infrastructure Workers, to name a few over the last ten years.

SoftHQ has successfully delivered 52+ IT staffing and Technology projects over the last 10 years across various state and local agencies with several project directives on firm-fixed pricing. We bring the capabilities of successfully delivering the **Los Angeles County Department of Building and Safety's** IT Support Services contract which led us to winning another contract with the **City of Los Angeles Department of City Planning** for IT Support Services project. SoftHQ's holistic staffing methodology provides cleared, qualified, and skilled personnel and brings stability across the projects ensuring confidence and reliability. These unique capabilities led us to winning a contract with the **City of Los Angeles Housing and Community Investment Department (HCIDLA)** recently for IT Professional Services, **Capital District Transportation Authority's** Information Technology Professional Services, **San Antonio Water System's** IT Consulting and Technical Support Services TO Contracts, **San Mateo County Transit District's** On-Call Temporary Staffing Services, **Fauquier County's** Information Technology (IT) Consulting Services On-Call/As-Required Services, **City of Murrieta's** Information Technology (IT) As-Needed Professional Services, **Lower Colorado Water Authority's** Information Technology Managed Services, **City of Buckeye's** (AZ) On-Call IT Design, Support, and Installation Services, **Newberry County's** IT Temporary Personnel Services, **State of North Carolina Department of IT's** Short Term IT Staffing/Open Enrolment, **Sonoma County Water Agency's** As-Needed IT Infrastructure and Support Services, **State of Vermont Department of Buildings and General**

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Department of Administration

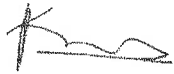
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Services' Retainer Contract Opportunity for IT Services, **City of Everett Community Transit's** On-Call IT Consulting Services Roster (Continuous), **State of Kansas Department of Administration's** Information Technology Services, and **Houston Independent School District's** IT Contractors. We would like to leverage this experience and expand our experience across various state and local agencies providing Temporary IT Staffing Services and envision to expand our footprint at State and provide reliable services on an as-needed basis.

It is understood and agreed that SoftHQ read the State's CRFQ documents, Addendum 1, Addendum 2, and associated Q&A. By signing this proposal, SoftHQ confirms that the undersigned has full authority to enter into any future binding agreement and confirms full compliance and acceptance with the proposed Scope of Work, General Terms and Conditions specified under this CRFQ are read, understood, and we shall abide by them and this proposal is made IAW the provisions of such Scope of Work.

Sincerely,



Kranti Ponnam | President | SoftHQ, Inc.
6494 Weathers Place, Suite 200, San Diego, CA 92121
Office: (858) 658-9200; Cell: (847) 513-2999; Fax: (858) 225-6834
Email: rfp@softhqinc.com / kranti@softhqinc.com; Website: www.softhq.com

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1 CORPORATE OVERVIEW

Established in FY 2010, SoftHQ is a global business and technology consulting firm that provides enterprise staff augmentation services to various state, local, and leading Fortune 500 corporations. SoftHQ enables public sector agencies to use and leverage the most appropriate staffing option with a turnaround time of less than 2 days, and cost-effectively using SoftHQ's three-pronged staffing approach honed over 10+ years.

A Minority Business Enterprise (MBE), SoftHQ is led by Kranti Ponnamm, President-Operations, Hemant Joshi Neupane, and Director-Consulting Services. Below table illustrates our Corporate Information.

Business Information	
Firm's Legal Name	SoftHQ, Inc.
State of Incorporation	CA
No of Years doing Business	10+
Size	<27.5M
Headquarters	6494 Weathers Place Suite 200, San Diego, CA - 92121
No of Employees	570+

Vision

SoftHQ's vision of IT Staff Augmentation Services is very different. We analyze the customer problem thoroughly to create a number of new ideas on how to solve the problem, involve the customer through mentoring and partnering to create "outside the box" innovation, and then together, create a tactical or strategic solution, based on customer need, turning things back over to the customer.

Mission

When engaged by a client, our mission is to always partner with the client and integrate their team into the solution we are building. We believe this collaborative approach separates us from our competition, which often alienate their customers and attempt to create a dependency on them that may last a lifetime.

Goals

SoftHQ was formed with the mindset to become a premier Information Technology Services provider. Over the past 10 plus years we have proven multiple times to multiple clients to be just that. Our dedication to building long-term relationship with clients, offering quality services, and always leading with honesty and integrity has been rewarded with continual growth since our inception. We wanted to create a company to provide Software Solutions, IT Resources, Consulting and Outsourcing at highly competitive prices. Our commitment to honesty, reliability and integrity when working with our clients and partners has generated long-term relationships and trust. The environment we have created has improved efficiencies, reduced costs and streamlined deliverables for ahead of schedule completions.

All our processes are focused on Customer Satisfaction. Please find details of our Strategies and Accomplishments in that regard:

- **Strategies** – Following is a summary of some of the Strategies described above:
 - Hire the best
 - Keep administrative cost low and offer excellent pay and health benefits to employees

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- Pay for any certifications that the employees accomplish
- More than resource: The strong technical team that we have that works in our development centers can assist our employees with technical issues and point them to possible solutions
- **Accomplishments** – The outcomes we have achieved include:
 - Highly qualified and high-quality candidates to clients resulting in higher Customer Satisfaction
 - Continuous year on year growth since inception with repeat business from clients
 - Most of the employees have stayed through the duration of initial contract and got several extensions

We have the same employees performing on projects for several years. On some of the projects like State of CA, we have the same employees continuing to perform services since 2010, with State of LA Since 2013, with Miami Dade County since 2013, with Arizona State University since 2016, and with State of MA since 2012, etc.

Core Competencies

Since its founding, SoftHQ has been providing IT Temporary/On-Call/As Needed/Staff Augmentation, IT Managed Services, temporary-to-hire, payroll, direct-hire and professional placement, and recruitment process outsourcing services to a variety of public and private sector clients supporting their mission critical systems and evolved into an IT Staff Augmentation Service provider. SoftHQ has a well-defined business model based on different industry sectors such as Finance, Health Care, Education, State Government, and Manufacturing clients. This business model lends us with the required financial stability to provide support to our Workers and meet our client's expectations. We perform onsite and offsite contract work for the US public sector clients using CMMI, PMBOK, ISO 9001:2015 and ITIL processes. From lessons learned over the last ten years, SoftHQ brings proven capability to deliver qualified professionals with subject matter expertise on leading edge professional solutions tailored to state agencies' requirements across administrative, financial, human resources, acquisition in lines with Federal Acquisition Regulation (FAR).

Areas of Specialization

- Administrative Professional Staffing
- IT and Non-IT Staffing
- Program, Project and Portfolio Management
- Enterprise Architecture
- Information Technology Asset Management
- Multiple Task/Purchase Order Delivery
- GAP Analysis
- ERP and Cloud Solutions
- Strategic Planning
- Business Solution Management, Business Requirements Analysis, and System Design
- Application Development, Maintenance and administration
- GIS Support
- Systems Integrations Testing and Implementation
- Documentation including User Manuals and Training Materials
- Network Management and Administration
- Database Support, maintenance & Administration

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- Mobile Application Development
- Infrastructure Support Services
- Security Administration and Support Services
- Tier I, II, and III Technical Support
- On-Site and Off-Site Help Desk (24x7x365)
- Quality Assurance and Surveillance
- Emerging Technology Support

Some of Domain Areas

- Healthcare
- Child Care
- Environmental Protection
- Nature and Conservation
- Banking
- Finance
- Education
- Transportation
- Pharmacy
- Aviation
- Insurance
- Ecommerce

1.1 Qualifications

SoftHQ has been investing in the improvement of its process and service management and established reputation as a small business that operates with the depth and breadth of a large enterprise with a flat organization structure. From lessons learned over the last decade, SoftHQ brings proven capability in conducting search services for public and private sector to fulfil diverse professional solutions tailored to client requirements across administrative, business development, economic development, engineering and planning, financial, human resources, information technology, and other administrative roles and a broad spectrum of various disciplines.

With processes in compliance with Software Engineering Institute's Capability Maturity Model Integration (SEI-CMMI ML 5), and ISO 9001:2015 guidelines and best practices, SoftHQ invested and matured its Quality Management System (QMS) that incorporates Quality Control Plan, Quality Assurance Plan, and Quality Assurance Surveillance Plan (QCP/QAP/QASP). SoftHQ offers hands-on IT Staff Augmentation Services experience, access to various subject matter experts (SMEs), enterprise recruiting model, recruiting skills and scale to meet small through large staffing requests, and dedicated focus on personnel performance, along with focus on quality of results and control on cost overruns. SoftHQ

Program Management Office (PMO) –
Focuses on performance management and improvement with centralized, dedicated resources that include quality control (QC), human resources (HR), and contracts personnel, led by a single Account Manager (AM)

Contract Vehicle

- Streamline Acquisition through Sole Source
- Ability to contract in 2 weeks
- Ability to commence work in 2 weeks

Leveraging Team Certifications and Standardized Processes – ISO 9001:2015, ITIL v3; SEI CMMI Maturity Level 5; and PMI's PMBoK proven business practices, and processes

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has a proven formula for success and it is highly capable of meeting the required technical expertise to successfully meeting State's CRFQ requirements.

SoftHQ's Enterprise Service Management (ESM) framework is a key component of our Service Integration and Implementation (SI²) Methodology. Our ESM provides a comprehensive solution to defining goals and staffing resources that worked with state, local agencies, and not-for-profit authorities. Our ESM adopts ITIL v3, and ISO 9001:2015 proven practices, CMMI ML5 for process improvements, measures the current requirements through insights from the State and other key stakeholders, and builds a tailored roadmap to meet the responsibilities of the vacant position. SoftHQ proposes to employ our ESM framework – a proven internal proprietary framework (successfully employed on over several professional staffing services) that provides State's Temporary IT Staffing services for WV DHHR and OMIS with a holistic approach to meet State's needs aligned with the emerging potential needs of the State. The salient features that our ESM framework focuses on are the following:

- **Customer-centric Delivery Model** – offers a truly end-to-end and customer-focused execution approach that offers a seamless combination of advisory services and personnel with technical knowledge on operating office machines delivered through onsite and offsite delivery models. Our clients view us as a true staffing partner and a one-stop shop for their complete recruitment needs
- **Staffing Partner** – understands client's most critical staffing needs and align our services and solutions accordingly. We bundle all our services into point solutions that address critical staffing needs. Our clients value this approach as SoftHQ helps them meet their end objectives, rather than being a mere service provider
- **Innovation** – continuously focuses on driving innovation and makes a significant investment in developing assets and accelerators, as well as industry-specific solutions. Our focus on a limited set of industry sectors and cutting-edge technologies gives us the advantage of added depth to our domain expertise
- **Improved Customer Service** – help the State with models that improve overall customer satisfaction and cooperation with their customers
- **Enhanced Resource Management** – assist State with effective stewardship of resources
- **Business Process Reengineering** – provide leadership, promote effective quality control, and implement innovative and successful acquisition to enhance visibility and success of State

1.2 Capabilities

Below table illustrates a summary of SoftHQ's capabilities:

Supplier Background and Experience	SoftHQ's diversified business model based on providing IT Staffing services to different State Government and Commercial Clients and providing Scope of Work (SOW) based and Staff Augmentation Services, along with the last 10+ years of experience in the industry illustrates our capability to meet State's diverse requirements.
Industry Certification and Recognition	SoftHQ's processes are in compliance with CMMI ML5 and ISO 9001:2015 industry standards and best practices, and are enriched using other industry standards such as PMBOK, ITIL, and Federal Regulations through performance on state contracts. These industry certifications reduce the risk to the State and ensure that SoftHQ will be able to replicate its success on other tasks to the State program.
Supplier Financials	SoftHQ financials are solidly based on stable state contracts, senior consultants on long term assignments, and our core business of VMS based clients. We also maintain an active sales pipeline of state and commercial prospects for continued growth. As a result, our projected revenue for 2020 anticipates robust growth over 2019 targeting \$18 Million. We are committed

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	to maintaining transparency with our customers and if required by State, we agree to the open book accounting and submit financial statements upon contract award.
Service Provider Capabilities	SoftHQ's capabilities to meet the IT staffing needs of State, stems from its recruiting capabilities, financial stability and its diversified business model. Our experienced recruiters work on a pro-active and re-active basis to meet the staffing needs of our clients. Our internal controls ensure that the recruiters are highly motivated and skilled performers and that they are well versed in temporary staffing.
Account and Program Management Structure	SoftHQ's account and program management structure is robust and provides rapid decision implementation capabilities to meet ever changing needs of the staffing industry. We provide our program managers with the visibility on available talent through our centralized PMO and ensure that our client gets the best available talent to meet their staffing needs.
Communication	SoftHQ understands the communication requirements of State and will ensure that it continues to meet the communication format and requirements to succeed at State. We are adept at working in complex environments and our policies and procedure facilitate the delivery of quality services in such environments. Our matured processes require accurate information, explained in this section, to ensure that we continue to provide quality services to State.
Industry, Geographic and Skills Coverage	SoftHQ has dedicated its recruiting effort in support of public and private sector clients since 2010. We have committed to continuous recruitment of talented individuals with the predominant skillsets used at State and other public-sector clients. Through this recruiting effort we are prepared for future developments at State and will benefit from other public and private-sector experienced talent that would add to the development of State's project.
Recruiting and Selection	Our process for recruiting and selection ensures we submit experienced talent with a focus to match the skills requested in the State's requirements. We will ensure that we continue to submit high quality talent to meet State's requirements.
Candidate Presentation and Selection	SoftHQ's capability to meet the State's requirements for candidate presentation and selection are evident from its stellar performance on interview to hire Service Level Agreements (SLA), on the other public-sector contracts. Our recruiters are experienced in thoroughly interviewing candidates to fully understand their work history, experience, and technical expertise. SoftHQ's senior management has put appropriate controls in the form of performance incentives for its recruitment team to ensure that we maintain a low ratio of resumes submitted to interviews conducted.
Testing and Training	SoftHQ believes in need-based testing and training for its W2 Temporary Workers. This program is designed to ensure the seasoned consultant remains at the top of their field. Temporary Workers require approval from the clients, while employees need approval from their account manager for participating in the training program, after orientation and on-boarding processing is completed.
Temporary Worker Benefits	SoftHQ offers competitive Temporary Worker benefits and it strives to alleviate worker concerns by providing them a stable and amicable work environment, to meet their needs. In this section, SoftHQ describes its worker benefits program to illustrate that it provides industry comparable worker benefits to its Temporary Workers.
Temporary Worker Performance	SoftHQ understands that the performance of its human capital assets is vital to its business strategy and it strives to ensure that its Temporary Workers perform as per expectations, are motivated, and have the desire to excel on the client projects. We track information on the performance of the workers, provide incentives, take corrective actions, and take assignment close out steps to ensure that our client's requirements are met.
Temporary Worker On-boarding and Off-boarding	SoftHQ ensures smooth on-boarding and off-boarding of Temporary Workers by performing due diligence on the policies and procedures of its client, regarding Temporary Workers and ensuring that it communicates with the Temporary Workers during the on-boarding as well as the off-boarding process.
Subcontracting	SoftHQ is a capable supplier with proven abilities to meet State's CRFQ needs. SoftHQ's recruiting is consultant centric and approaches the sub-contracting relationship as a byproduct of its recruiting strategy. This strategy allows SoftHQ to ensure close control, a high degree of satisfaction and retention of its workers at State.

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Supplier Network	SoftHQ has developed a supplier network as a result of its strategy of working primarily through the individual consultant to meet the demands of its customer and it maintains active relationship with most of them. We understand the complexity of managing layers of subcontractors and risks emanating from such a relationship and strategically feel that direct sub-contracting relationships serve SoftHQ, the worker and the subcontractor company best.
Supplier Selection	SoftHQ's strategy for recruitment is candidate driven. Our recruiting model is focused on the selection of individuals based on their training and expertise in their chosen field. Once a candidate meets the criteria for submission, we will evaluate the candidate's employer to engage them as a subcontractor. Where necessary, we mentor other small suppliers in insurance requirements, financials SLAs and induct them into the supplier network.
Supplier Performance	SoftHQ ensures supplier performance by using its International Organization for Standards (ISO) based methodology for supplier management. We have designed appropriate controls in the form of performance metrics and strict procedures to maintain supplier performance to the desired level.
Customer Satisfaction	Customer satisfaction is paramount for SoftHQ and it strives to achieve a high degree of customer satisfaction by providing high quality services. Our satisfied clients are the barometers of our success and we apply all our resources to achieve their satisfaction.
Supported Policy and Business Rules	SoftHQ has extensive experience in supporting the public-sector relationship. Our top down philosophy and adherence to the established SOPs for operations has reduced process deviations with an emphasis on compliance. We will leverage our experience to ensure that we support State's policy and business rules. If required, we can provide insights and lessons learned from our other similar engagements to help State's decision maker's fine tune their procurement strategy.
Training and Skills Development	SoftHQ provides comprehensive training and skills development program for its W2 employees and workers as warranted to support its client's needs. The training program is dictated by the needs of projects executed by SoftHQ and direction from the hiring managers of our Temporary Workers. Our matured processes ensure that we deliver training in a specific, measurable, attributable, realistic, and time bound manner (SMART).
Applicant Tracking	SoftHQ has very advanced applicant tracking processes and they are automated using an applicant tracking tool. We have been using it since the inception of our company; as a result, we have a customized database of skilled consultants to meet the needs of our clients. This centralized applicant tracking tool serves as the backbone of our staffing services. Our automated processes ensure that we can initiate, plan, execute, monitor, and close staffing processes with a defined accuracy.
Invoicing, Timekeeping and Expense Handling	SoftHQ has a very advanced and agile accounting process that ensures efficient and effective invoicing, timekeeping and expense handling. With each client, SoftHQ understands through the contract what the client's expense policies are. SoftHQ maintains complete and accurate records to support and document all Temporary Worker's Time and SoftHQ Expenses under this Agreement and each Purchase Order in accordance with generally accepted accounting principles consistently applied. We will provide our invoicing reports on weekly basis with customized billing of all electronic invoices sent to the State.
Reporting	<p>SoftHQ understands that State may require different type of reports to validate and ensure its partner performance. In answering questions for reporting, we describe our reporting capabilities and provide a list of standard reports available to State on demand.</p> <ul style="list-style-type: none"> ▪ A complete report of Temporary Staffing Activity of SoftHQ with State including the Submissions, Interviews, Starts, Roll offs, start dates, job titles, number of hours worked, invoiced amount, paid amount, etc ▪ Number of Purchase Orders that has been addressed on Weekly/Monthly/Yearly basis ▪ Number of Starts in a particular Month/Quarter/Year ▪ Number of Interviews in a particular Week/Month/Quarter/Year ▪ Number of Submissions in a particular Week/Month/Quarter/Year ▪ Number of Hours billed by each consultant on a Weekly/Monthly/Yearly ▪ Total revenue generated on a weekly/monthly/yearly basis for both Sub Contractor Workers and W2 Workers ▪ Summary reports for each pay cycle

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2 APPROACH TO THE STATE'S CRFQ REQUIREMENTS

2.1 Approach to Recruitment Methodology

SoftHQ's approach to recruiting provides a robust model to address all the critical factors and services that are essential to the clients and employees for a successful outcome. This consultative model entails an engaged dialogue between Recruiter, Client and Candidate to enhance the level of partnerships with all stakeholders. Our recruiters approach every recruitment effort with a broad understanding of the specific operational needs of their clients and provide a robust and competitive pool of applicants. At SoftHQ, we work diligently to attract, recruit, and retain the most qualified and diverse candidates to support strategic, technical, operational and service excellence goals of our clients.

With this approach, we are able to provide full career lifecycle planning services that are specially designed to meet the unique need of temporary professionals. These services include global recruiting network, processing of professional work visas in the US, advanced training and development, marketing and placement of consultants, comprehensive employee benefits package, collaborative partnership opportunities and career planning. By this comprehensive approach which addresses all the needs of potential and current employees, we are able to attract high quality of staffing personnel, which in turn gives us critical competitive advantages. The SoftHQ advantage:

Being in the staffing services space for over ten years has helped us cultivate and mature some of the best talent in the business. Some of our key strengths are:

- Management team having extensive experience and expertise in this business of more than 15 years
- Formidable force of highly technical recruiters for satisfying our clients' Staffing requirements
- Expert Immigration Support, to procure and retain non-immigrant workers. This is also extended to any non-immigrant workers requiring expedited Immigration support while they are still continuing to deliver on the client's team
- Proactive recruiting – Our team of recruiters are always on the look-out for highly skilled administrative professionals from higher educational institutions in the WV or willing to relocate, and have built a reputable list of talented candidates

2.1.1 Sourcing Strategy

SoftHQ's proposed Account Manager (AM), Mr. Kranti Ponnam will interface with the State's contract administrator and senior administration to understand the Temporary IT Staffing requirements through meetings and interviews to determine the skills and competencies required by the potential candidate, define the required experience in his/her field, and any other certifications or technical skills or technical training required to perform the defined tasks. Mr. Ponnam will develop a recruitment strategy in conjunction with the defined requirements outlining the recruitment process and schedule for the task completion adhering to the agreed service level agreements with State's senior administration.

Our trained recruiting personnel will develop an accurate description of tasks to be performed by the potential candidate and lists out salient points of job nature in lines with the Temporary IT Staffing contract requirements. SoftHQ's resource coordination team will identify the available talent pool of resources on our bench who would fit the customer requirement and will provide

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feedback to the AM on the resource as appropriate. When we don't have the required resources on our bench, we will use our comprehensive database, which houses a collection of more than a 500,000 (database size) resumes. With it, we narrow down the pool of candidates skilled in leading-edge technologies and Microsoft Office Suite. We source the highest quality resources using the following sourcing methodologies:

- Referral Program
- Internal Resume Database
- Local Newspapers
- Job Boards
- Walk-in Drives

Mr. Ponnam and his recruitment team will develop an interview schedule after confirming with the State's senior administration to conduct rigorous interview process, reference-checking, and hiring process to finalize the best candidate to suit their requirements. Whenever there is a requirement for confidential personal recruitment, SoftHQ will support such needs through a confidential recruitment model. We will establish our proven methodologies for testing the candidate's skills in support of pre-screening the candidates, and further support the State with the first and second round of interview processes. We will conduct in-depth reference checks, as explained in the below sections, for the finalized candidates. Mr. Ponnam will provide final selection and negotiation information to the State through our status reports.

Approach to filling "difficult to fill" Positions

Sourcing "difficult to fill" positions require an integrated approach. SoftHQ offers a diverse range of candidate sourcing options to create the widest reach possible of scarcely available candidates.

To effectively and rapidly fill difficult positions, we go above and beyond the sourcing techniques as listed below:

1. Enhanced Job Board and Web Advertising
2. Active Partnerships with technology and non-technology specific vendors
3. Direct Recruiting of similar technologies
4. Local Newspaper Advertisements
5. Local Media Advertisements

Employee Screening and Selection

Resume Validation

After identifying the resumes of the potential candidates, SoftHQ recruiters go through a stringent validation process which includes the following checks:

- **Recruiter Interview:** SoftHQ performs mandatory interviews in person or video conference. During the interview, we talk to the candidates about their past experience, technical expertise, level of knowledge, ability to communicate and ability to work in a team. These screenings usually provide good insight into a candidate's background and work experience. During this process, the recruiter addresses the following:
 - Job description, with a summary of the responsibilities of the role, and the required level of education, work experience and industry knowledge

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- Performance requirements, training/skills enhancement and corporate culture/working environment
- Expected pay rates and benefits, work culture, environment and work hours
- Employment type, depending on the type of the role: contract, contract-to-hire, full-time positions
- Comfort level of the candidate for the listed position, aspects of the role with which he/she does not feel confident, restrictions regarding work schedules and other factors which could inhibit the candidate from taking on the role
- Insights into the technical aspects of the role, and concerns about the methodology or technology being used
- They obtain written acknowledgement/approval from the candidate that he/she is in agreement with all the aspects of the role with respect to compensation, benefits, job description, responsibilities and type of employment

Behavior-Based Interview

Behavior-based interviewing allows SoftHQ's recruiters to identify each candidate's current and Past accomplishments and their capabilities for future success. Recruiters conduct their interviews as in-depth and strategic conversations to gain a thorough understanding of the candidate's knowledge, skills and abilities. Behavior-based interviewing supports the premise that past behavior is a predictor of future performance and has been found to have the highest predictive validity of any screening methodology. Research indicates that behavior-based interviewing is two to five times more reliable than traditional interviewing methods. This not only helps to confirm the requisite skills, but the motivation and organizational fit to be successful in the State.

Software Assessments

SoftHQ extensively tests candidates on their software proficiency. Using the sophisticated evaluation and training system of *ProveIt!* SoftHQ's branch staff ensures that candidates possess the necessary skills for exceptional performance. The *ProveIt!* Tests provide the highest quality performance-based testing for virtually all of today's top office software on Windows and Macintosh operating systems. Prior to assignment, SoftHQ can test candidates on over 250 applications across several disciplines, with customized training and evaluation programs that simulate the work to be performed at locations within the State.

Technical/IT Evaluation:

All SoftHQ Technical/IT recruiters have solid technical background needed to thoroughly qualify candidates and proven interviewing methods to identify skill levels and assess a candidate's true capabilities. All potential Technical/IT SoftHQ employees meet for one hour with a SoftHQ Technical Recruiter and a specialized Account Manager in a formal interview. The face-to-face interviews consist of candidates individually interviewing against the specific job requirements. The two-hour interview process determines specific experience, expertise, and suitability to a specific job and organization. An Executive Summary is then generated for your review from the candidate. SoftHQ retains a large pool of highly motivated and qualified technical professionals for the full scope of Technical/IT/MIS fields, including, but not limited to:

- Application Development
- Database Development and Administration
- Desktop and Servers Systems

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- Network Analysis and Administration
- Programming and Software Engineering
- Project Management
- Software Testing and Quality Analysis
- Systems, Applications and Production (SAP) Management
- Technical Support
- Web Development and Administration

Technical tests include:

Technical Tests			
ABAP for SAP	JavaScript	DCOM	PHP
AS/400	Macintosh	DB2	SAS
COBOL	Network Security	Windows	SQL Server DBA
CORBA	PeopleSoft	E Commerce	TCP/IP
Data Entry Test (Numeric, Alpha)	Win2000 Test 1	Informix	Visual FoxPro
Delphi	PowerBuilder	Linux	ASP
HP-UX	Solaris	MS Exchange	C Programming
Java	SQL Desktop Applications	Novell	Cold Fusion
Lotus 1-2-3	UNIX	Perl	Crystal Reports
Lotus Notes	Win Runner	Win2003 Test 1	Software Productivity
MS Help Desk	Apache Web Server	RDBMS	Dreamweaver
Oracle	SQL Server Developer	Windows	Ten Key
Outlook	Cisco Network/Router	Sybase	HTML

- **Reference Check:** SoftHQ verifies every candidate's three recent, relevant references from a supervisor or a manager for the past five years. We crosscheck the references in LinkedIn and use internal tools to validate their legitimacy.
 - **Reliability, Punctuality, and Attendance:** As part of our Background checks, our team will check the candidate's work ethics. We will assess the level of reliability the organization and the team could place on the candidate while on assignment, the punctuality at work and if there are any instances of project slippages, and his/her attendance.
 - **Time Management:** Our team will interface with the supervisor or a manager to understand the candidate's ability to manage tasks within the agreed timelines and meeting the SLAs.
- **Pre-Screen Test/Interview:** We use online skill measurement tools to assess the level of technical skills for every candidate. With technology evolving and clients requiring a combination of technical skills for a single role, we use a flexible testing mechanism that allows us to combine both skills in a single test and rate the skills. We ensure that every candidate goes through an online test for their skills through Brain Bench certification, then review their scores prior to submitting them to the customer. In the case of skills which cannot be adequately tested in an online test scenario, we perform technical screening and rate candidates on their skills, using a matrix.
 - **Communication Skills and Telephone Skills:** Our interviewers will assess the candidate's communication skills both verbal and written as part of our skills assessment. Our team will assess how the candidate understands the questions put to him/her and the way they are answered to analyze the telephone skills and also the attentiveness, enthusiasm, and courtesy displayed during the call.

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- **Customer Service:** Our team will analyze the candidate's previous experience in handling customer's questions and how he/she handled the issues. This assessment will provide the detail analysis on the candidate's ability to understand the issue, how he/she resolved it, and the time taken to resolve it.
- **Client Interview/Introduction:** We ensure all our employees are introduced to the client for a discussion, in order for clients to fully understand the candidate's strengths and weaknesses. Our recruiting report is presented on every candidate, helping the client to narrow the selection from multiple candidates to the one who would be the best, both technically and culturally.

2.1.2 Retention Strategy

Our retention strategies revolve around three principles: best compensation, right environment and skill enhancement and training, as described in the below table. Our compensation is amongst the best available in the industry along with the incentives to perform for the key technical and managerial staff. The compensation plan includes 401k and health care plans including FSA. This plan is constantly reviewed by the HR personnel and updated annual to ensure high retention and job satisfaction among contract personnel. The company promotes the work hard play hard philosophy. With our corporate sponsored events and workplace specific events, we ensure that employees are motivated for continual performance. Our training plan supports the career goals and customer goals to ensure higher employee satisfaction.

Retention Element	SoftHQ's Approach to Retention
Staff Training	<ul style="list-style-type: none"> ■ Our team follows formal training processes, appraised at CMMI ML5 and continuously improved through implementation of ISO based practices ■ Training needs are identified at the individual contract level and sent to the AM and HR Manager for action ■ For certifications, employees are reimbursed after sending a copy of the certification and necessary justification and approval by a supervisor ■ For formal trainings required to meet customer objectives, the AM obtains the necessary approval from SoftHQ's President and implements the training in close coordination with the HR ■ When trainings are mandated by the organization, a formal training calendar is sent out to all employees along with the plan to meet the organizational objectives ■ At least 1% of the Task Order revenue is set aside for training and performance improvement
Performance Management	<ul style="list-style-type: none"> ■ The performance management is primarily done through job definition, modelling right behavior at the customer place and customer feedback ■ Superior performance is immediately rewarded through the target incentive program ■ Long term performance is rewarded through promotions and recognition at the higher levels. Corrections to the performance is achieved through formal and informal counselling sessions

Exhibit 1: Approach to Employee Retention

SoftHQ offers a Total Compensation package that includes a competitive salary, comprehensive benefits, an excellent working environment, and opportunities for professional growth, for example, employer-paid, job-related training, and certification programs. Our Total Compensation package helps us to retain some of the best-trained employees in the industry.

SoftHQ strives to make our employees feel appreciated, and to keep our workplace fun and interesting. For example, we offer a Weekly Cash Bonus program to our Help Desk employees. Each week, we award a \$25 bonus for outstanding customer service to one Tier 1 technician selected from each team of five technicians. Similarly, we award a \$50 bonus to every one of ten

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Tier 2 technicians. This program provides the dual benefits of cheerful and enthusiastic service for our clients as well as improved morale and employee retention. SoftHQ uses our proven approach to corporate training and professional development.

- i. We provide our employees with a mature work environment that includes innovative projects, latest technology, and expert mentors, ensuring professional growth every day. Our Director of Program Management Office (AMO) and managers are responsible for ensuring that our employees develop professionally during their contract tenures
- ii. We provide onsite training, in the form of traditional classes, online classes, mentorships, briefings, and invited speakers. We pay for professional certification programs and examinations. We typically allocate at least 1% of gross receipts for training contract personnel
- iii. We encourage all our full-time employees to participate in offsite opportunities for professional development, including: seminars, conferences, training programs, certifications, or other activities. In many cases, we reimburse all or part of the cost. We believe that our attention to employees, including our Total Compensation package, helps us to attract and retain the most skilled, motivated, and productive employees in the industry. We have a greater than 97% retention rate as against the industry standard of 83%, as indicated in the below table. Our low turnover rate guarantees continuity of the highest quality of services to our customers.

Company Name	2019	2020	2021
SoftHQ, Inc.	99%	98.82%	98.56%

Exhibit 2: SoftHQ's Retention Rates

2.1.3 Ability to Match the Employee's Knowledge, Skills, and Abilities to those required for Each Specific Assignment

SoftHQ has several mechanisms in place to assess and enhance the technical competencies of its staff. We will conduct an online pre-screening test and a thorough technical interview conducted by the experts from Corporate AMO along with the soft skill interview conducted by the President of SoftHQ. This analysis will result in securing a highly competent technical staff for the State's Temporary IT Staffing contract. The results of the interviews will be collated in the form of staff skill set matrix. Our pre-screening is a proven and effective process leveraged from numerous occasions in the past. Not only do we screen, test and interview the candidates, but we also clarify the position we are trying to fill. The skill set matrix rates technical and soft skills for every individual at the contract level and corporate level to maintain the minimum competency required for the contract.

SoftHQ's sourcing and screening process provides us with appropriate data on all the qualified candidates from which we are able to make comparisons between candidates, resulting in the final selection of the best candidate. Our screening process is one of the best in the industry, and we have had tremendous success in providing the best available resources. Our process eliminates ambiguity regarding the match of the candidate to the position. Our process validates the candidate's qualifications for the job and allows the candidate to confirm that the value proposition of the role is a good fit.

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Our screenings require time and dedication from all the people involved in the process; however, they allow us to avoid the mistake of a poor hire – which has historically proven to be more expensive and time consuming yet.

2.1.3.1 Position Analysis and Customer Outreach

SoftHQ's AM will lead the engagement, with the support of our recruiting team, who is formally trained in IT recruiting. This team is closely aligned with the technical team, performing the detailed analytics of the role, job description and scope of the assignment, to fully understand the customer's role expectation and level of experience required to successfully perform the job duties.

SoftHQ will interact with the relevant stakeholder from the customer's end to clarify any open issues, gather additional information about resource requirements, create detailed job descriptions and understand the open positions' value proposition. Because of our past experience and exposure to IT skills and open lines of communication with our customers, we will not only evaluate resources on their technical abilities, but also their cultural fit and alignment with the future of the organization.

2.1.3.2 Ability to Attract Qualified Personnel

SoftHQ's Employer Branding is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that the organization is offering. We communicate the State's culture and values and help to ensure employees are passionate about. And fit in with, the organizational culture to help to move the State forward. It helps us recruit highly skilled and promising new employees and it enhances their loyalty by increasing their identification with the State. It also raises the State's visibility in the job market and makes it stand out from the competition.

SoftHQ's HR Manager will conduct a research to develop an Employer Value Proposition to convey it across to all the potential hires. We will convey the potential for growth, benefits, work culture, and flexibility at State with clear and factual proof points. We will convey the retention rates, conversion rates, employee satisfaction surveys, and create State brand awareness and attractiveness among the potential hires.

2.1.4 Policy on Employee Background Screening Checks

SoftHQ provides unmatched employment screening services and hiring solutions, and stringent quality standards.

- A network of third-party associates ready to retrieve court and local records from every jurisdiction
- Ongoing compliance with the Federal Fair Credit Reporting Act (FCRA) and the Investigative Consumer Reporting Agencies Act (ICRAA)
- Comprehensive background and criminal checks
- Advanced drug screening services
- Expeditious timing on all employment screening services
- Impeccable quality control
- Highly trained professionals to assist candidates throughout the background screening process
- Social Security Number Verification
- Identity Search
- Employment Screening Reference Check

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- Education Check
- Credit Check
- National Criminal Database Check
- County Criminal Check
- Statewide Criminal Check
- Federal Criminal Check
- Sex Offender Check
- OIG, FACIS or Sanctions Check
- Motor Vehicle Records
- Sex Offender Registry Check
- Medical History Check

Drug Screening

Strategically aligned with the largest laboratories in the U.S. and numerous hospital/clinic networks to extend comprehensive coverage for all types of testing and sends applicants to their nearest location.

Each associate signs a degree/certification verification form authorizing SoftHQ to verify education. This form also provides degree/certification types, dates and institutions where earned. Our staff then calls each institution to verify. This service is conducted on a client specific basis.

**Please note that credit reports for employment purposes are different than a standard credit report. All our reports are FCRA compliant.*

Please refer to the below section for detailed information regarding our Background Screening Methodology.

2.1.4.1 Social Security Number Trace / Validation / Verification

- As an initial step of validation, our system has an in-built digit validation process to receive accurate number of digits for SSN. SSN Trace is the first step to all our background check. By running the SSN Trace, we match the information applicant provided with the result.
- If the SSN Trace report does not match with the Applicant's name or address history, the SSN trace will return a mismatch information of that applicant.
- In case of false negative, our verifiers will reach out to the applicant to cross verify the SSN provided to us and ensure that the correct SSN is provided back to us for further verification. In addition, for SSNs that are issued between 2011 to current, we do secondary validation through SSA to validate without leaving it INCOMPLETE or UNABLE TO VALIDATE.
- If the applicant is not reachable, our verification team will reach to the employer's HR team for complete information on the Applicant.
 - We notify the clients through the email and phone call and try to collect correct information by the employment manager or HR.
- INNOVATIVE has been a supplier for SSN Trace (Alias name/Address Trace), Nationwide Criminal Database, Global Terror Report, and Sex Offender Registry. Veri-tax is used for the secondary SSA search to ensure the maximum accuracy when reporting the final result.
- SoftHQ has multiple public record researchers (e.g. Equifax, Core Logic) in case of emergency.

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2.1.4.2 Nationwide Criminal Database

- Once we analyze the known aliases and address history, our researcher conducts thorough research on Nationwide Criminal Database. The result will be updated instantly after we dispatch out the request electronically. If any criminal information was discovered in the national database, SoftHQ performs further research on the case to assure maximum accuracy for that case. Nationwide Criminal Database will be a step to determine if we need to conduct additional research for any Felony & Misdemeanors in a particular County. Each Nationwide Criminal Database searches access proprietary database compiled from more than 200 databases including but not limited to 50 State sex offender registries, terrorist list, and is designed to cover multitude of databases covering U.S. and foreign sanctions and watch lists as provided by states, U.S. and foreign governments and international organizations.
- If requested, we can provide full list of databases that are checked for nationwide criminal database search (e.g. Medicaid Exclusion List per state, Denied Persons List, Drug Enforcement Agency, SAM Excluded Parties, FDA Debarment, FBI Database, FINRA Barred Individuals, OCC-Bank/Enforcement Actions, OIG Health and Human Services, and etc.)
- Nationwide Criminal Database from Innovative is updated when new public record is updated on the database within 24-hour or less. Ongoing monitoring of the nationwide criminal database is available with additional cost to receive proactive alerts when changes to records take place.

2.1.4.3 County / State-wide / Federal Criminal Record Check

- County Criminal Searches and Statewide Criminal searches are requested through XML integration to receive the result and daily updates for estimated time of arrival electronically. Currently searches are run through OMNIDATA and BAXTER Research. Our public record researchers have court runners throughout the country to conduct County courthouse search.
- Searches are performed using the personal identifiable information (e.g. first name, last name, middle name or initial, date of birth, SSN, and address).
- Federal Criminal and Civil searches are performed on PACER. We cover all jurisdictions that applicant has lived in past 7 years.
- If there is a conviction(s) on the County, State level or nationwide database and sex offender registries, and if it is reportable in compliance with the FCRA guidelines and State Variants, we will report it in the Final report. SoftHQ has the best practice to determine reportable information in an effort to retrieve the most relevant matching records and to avoid providing faulty reports. Prior to releasing the information, our verifiers check the state website and collect at least two personal identifiers (e.g. Full name and Date of Birth) that matches with the record. By having two-step validation when searching sex offender repository, it avoids false positive and false negative.
- SoftHQ requires due diligence and vetting to be performed on every public record researcher prior to the use of their services. It is also our policy to audit all public record researchers to insure the quality of their work. The frequency of audit is dependent on the volume of searches performed. Our auditing is done to address both false positives (a record was reported when it should not have been) and false negatives (a "clear" report was returned on someone with a reportable action). A false positive is usually an issue with identification and we review with the researcher proper ID protocols. False negatives, for us and our clients, are serious matters. We discuss the reason for the miss with the researcher to insure they are not "trying to help"

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by suppressing information contrary to our agreement, or worse, failed to execute a search or performed an incompetent search.

2.1.4.4 Out of Country Criminal Background Checks

SoftHQ's international employment screening are secured by experienced professionals. It consists of a global network of skilled researchers who retrieve and report public records. We provide a wide range of employment verification services and solutions in several countries. Each country has its own customs, legal codes, crime definitions and court system. SoftHQ has the knowledge and experience to guide our clients and maintains up-to-date country specific requirements for screening and data security.

SoftHQ has partnerships with 1000+ vendors to provide business innovation and growth across the organization reliant on the contributions of a diverse workforce and established diversity partnerships that fall outside of our direct coverage area. Our primary objective is to provide the Clients with timely responses, and best-in-class service, regardless of source or location. Subcontractors are selected based on project scope, contract award structure and business breakdown by location.

We also have branch offices at countries like India, Australia. These offices are fully managed by SoftHQ. To Support the Out of Country Criminal Background Checks we will use our regional offices.

2.1.4.5 Nationwide Sex Offender Status Search

- Our Nationwide Criminal Database collects the records from the sex offender registries in 50 states. Since the search is primarily based on the full name, common name might pull up a record in the sex offender registry. Prior to releasing the information, our verifiers check the state website and collect at least two personal identifiers (e.g. Full name and Date of Birth) that matches with the record.

2.1.4.6 Education Verification

- Education Verification targets for Date the degree was awarded, Diploma or Degree, Major, and Dates of attendance. We have in-house verifiers contacting schools to reduce the turn-around time and improve accuracy. Upon contacting, they precede the education verification with Registrar or Student Records. Verifier may provide additional information such as previous name used, Social Security Number, or Date of Birth to assist in confirmation. Verifier will contact the State or district office if education cannot be verified. Verifier will utilize database search if not available upon direct contact.
 - If we find any discrepancy in education details, verifier contacts the applicant to receive supporting documents, such as copy of transcript or diploma. We then verify the documents directly with the school or institution for further verification.
 - Discrepancies, such as date discrepancies or degree not received cannot be verified and will be reported as 'See Comments'

2.1.4.7 Employment Verification

- Employment Verification targets for Dates of employment, Title or Position held, Reason for leave (if possible), Eligible for Rehire (if possible). Upon contacting, verifier calls the number provided by the applicant or after thorough research. Verifier may provide additional

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information such as previous name used, Social Security Number, or Date of Birth to assist in confirmation. If requested to send fax or email, we follow the instructions provided by the employer. Verifier conducts database search if the employer uses an automated service for verifying.

- If we find any discrepancy in employment details, verifier contacts the applicant to receive supporting documents, such as W2s, Pay stubs, or Experience letter. We then verify the documents directly with the employer for further verification.
- Discrepancies, such as date discrepancies or degree not received cannot be verified and will be reported as 'See Comments'.
- When search is concluded as incomplete, it means that verifier attempted more than 6 times for particular search. Incomplete verification should always provide specific reason to conclude as incomplete. Possible reasons might be due to: Company is no longer in business; Sources/applicants are unresponsive; verifying source is on leave and is the only source for verification.

2.1.4.8 Professional Reference Check

- SoftHQ verifier will ask series of questions to the reference(s) provided by the applicant and record their responses. Standard question format is provided below; however, ***client can customize the questions to meet their specific needs***
- If verifier is not able to get a hold of provided professional reference after five attempts, applicant will be contacted to provide different reference to conduct professional reference checks

Below is the sample format of our Professional Reference Check Form:

Candidate Name:
Job Title:
Employment Details:
Previous Employer:
Reference Name & Title:
Contact Info:
Date:

The above-named applicant claims to have been in your employ. We would appreciate you answering the following questions. Your response shall be kept confidential unless otherwise required by law.

1. Were you his/her direct supervisor?
2. What was his/her reason for leaving?
3. Is he/she eligible for rehire?
4. Can you verify his/her salary?

Soft Skill Analysis: Which of the following attributes best describe this person?

<input type="checkbox"/> Professional	<input type="checkbox"/> Articulate	<input type="checkbox"/> Friendly	<input type="checkbox"/> Team Player
<input type="checkbox"/> Well-Liked	<input type="checkbox"/> Driven	<input type="checkbox"/> Quick Learner	<input type="checkbox"/> Good Leader
<input type="checkbox"/> Detailed	<input type="checkbox"/> Good Listener	<input type="checkbox"/> Punctual	<input type="checkbox"/> Hard Working
<input type="checkbox"/> Proactive	<input type="checkbox"/> Responsible	<input type="checkbox"/> Positive	<input type="checkbox"/> Go-getter

Hard Skill/Technical Skill Analysis

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1. Please describe the project or the daily tasks with which the applicant was involved while under your employ?
2. What specific tools/programs did the applicant utilize while working for you? How would you rate their ability level (using the 1 – 5 scale from above):

Additional Comments:

Enter the required skills

Enter the required skills

Enter the required skills

Additional Questions:

How well did he/she perform his/her job?

What areas did he/she excel? Does he/she possess some truly exceptional or outstanding skills in your estimation?

What else can you think of about their work that we might not have covered?

2.1.4.9 Licensure Verification

- SoftHQ verifiers perform special license and certification verification. We have the access to the database which our verifiers can conduct verification of licenses and certification.
- SoftHQ verifies status of professional license or certification and is a necessary search for those hiring personnel such as doctors, nurses, security guards, insurance agents, administrative professionals, IT professionals, etc., and many other licenses required professions by our certified verification specialists through issuing Institution/Organization. As part of this process we validate the information on: type, status, expiration, and limitations.
- This verification can be delayed if institutions do not promptly return calls or if verifications are only done by mail. The accuracy of the verification can be affected if the applicant was certified or licensed under a different name than stated on the application.

2.1.4.10 Motor Vehicle Record Check (Driver's License)

We run the candidate's Driver's License search and see if there are any reportable convictions for the applicant's State of residence. Our search provides the driver's history direct from the state of licensing and will generally return the driver's license number, date of birth, date of issue, expiration date, and driver's history of infractions or violations. Timeframes of available information vary by state, generally between 3 and 10 years. Most of the DMV searches are instant, however, there are some states like PA that requires additional authorization form to be signed to release the driving record. Currently, we are using Samba Safety for driving records.

- **Service:** A search of the state Bureau of Motor Vehicle records for driver information
- **Information Source:** appropriate state Bureau of Motor Vehicle records
- **Scope of Records Searched:** Information can include license status, license class, issue date, expiration date, violations, suspensions, licensee address, date of birth and physical description.
- **Disclaimer:** These records vary by state, providing different information. The MVR record is the best source for verifying an applicant's DOB. The number of years shown on driving reports varies by state, so criminal traffic offenses may not always appear on the MVR report; only the suspension/cancellation will show. The MVR report can be affected if the license

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number provided by the applicant is an ID card number or if it is not formatted correctly for the provided state.

2.1.4.11 Commercial Driver's License Information System (CDLIS)

- **Service:** Allows account holders to comply with FMCSA requirements by searching within the Commercial Driver's License Information System for any prior licenses, current CDL and up to three prior licenses held by applicant.
- **Information Source:** Commercial Driver's License Information System
- **Information Verified:** Provides client with Present Jurisdictional State and Driver's License Number, Name, DOB, Social Security Number Match, Up to Three Previously held CDL Numbers and AKA Information.
- **Notes:** Mandated by the Commercial Motor Vehicle Safety Act (CMVSA) of 1986, CDLIS supports the issuance of commercial driver licenses (CDLs) by the jurisdictions and assists jurisdictions in meeting the goals of the basic tenet "that each driver, nationwide, have only one driver license and one record" through the cooperative exchange of commercial driver information between jurisdictions.

2.1.4.12 DOT Safety Verification

- **Service:** Verifies Department of Transportation (DOT) regulated driver safety records
- **Information Source:** All applicants' applicable previous/present employers
- **Information Verified:** Information can include driver vehicle type, reason for leaving, and safety performance history to include date, location, number of injuries, number of fatalities and/or Hazmat spill on any incidents.
- **Disclaimer:** Employers are only required to maintain DOT records on former employees for a period of two years (or three years for FMCSA covered employees). Employers have up to 30 days to respond to requests for DOT records.

2.1.4.13 DOT PSP Crash and Inspection Record

- **Service:** The Pre-Employment Screening Program (PSP) is a service that allows account holders and individual drivers to purchase driving records from the Federal Motor Carrier Safety Administration's (FMCSA) Motor Carrier Management Information System (MCMIS). The program allows motor carriers to make more informed hiring decisions by providing electronic access to a driver's crash and inspection history.
- **Information Source:** Management Information System (MCMIS)
- **Information Verified:**
 - Five (5) years of crash and violation data found by the FMCSA MCMIS system: DOT Number, Number & Date of Crashes, Number of Injuries, Number of Fatalities, Carrier Name
 - Inspection Activity 3-year history from MCMIS: Driver Inspections, Driver Out-of-Service Inspections and Service Rate, Hazmat Inspections, Hazmat Out-of-Service Inspections and Service Rate, Vehicle Out-of-Service Inspections and Service Rate, Inspection Details, Violation Summary

2.1.4.14 Credit History

- **Service:** A search of the credit bureau files to provide a profile of the applicant's financial history.

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- **Information Source:** TransUnion
- **Information Verified:** Search can show additional addresses and names and consumer credit activity covering a seven-year period detailing overdue or slow accounts, charge offs, collections, suits, tax liens, public records, judgments and bankruptcies.
- **Disclaimer:** This is heavily restricted search requiring authorization. Young applicants and individuals new to the country, might not have developed a credit history yet. Typographical and /or transposition of numbers at the time a Social Security Number is used by a creditor to initiate a credit inquiry can create errors in the data. Applicants must be given information on how to contact the credit repository to request changes if errors are found in the report.

2.1.4.15 E-Verify

The parties to this agreement are the Department of Homeland Security (DHS) and the SoftHQ (Employer). The purpose of this agreement is to set forth terms and conditions which the Employer will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

Our verifiers will compare the information from the Employment Eligibility Verification (I-9 Form) to U.S. Department of Homeland Security (DHS) and Social Security Administration (SSA) records to confirm that Employee are authorized to work in the United States.

2.1.4.16 International Criminal Searches and International Education and Employment Verification

- **International Criminal Court or Police Records**
 - **Information Source:** A search for criminal convictions at the appropriate local or national level. Records are available in countries and territories where data is available and can be legally obtained.
 - **Source Type:** local or national, varies by country
 - **Scope of Records Searched:** Standard throughout the industry is a 7-year records search, however SoftHQ reports records as far back as City guidelines permit and/or are available from the jurisdiction. Records vary by country but may include type of charge, trial date and/or offense date, file date, case number, dates of conviction, sentence, and dispositions.
 - **Search Methodology:** Courts are searched directly at the source in person, court Internet websites or direct connection into the court index.
 - **Disclaimer:** Additional information or releases may be required based on the country of inquiry. Criminal records, internationally, are much different than the U.S. Each City has a fee per name/per jurisdiction searched. Because other countries do not have a method to obtain an address history (a SSN Trace for the US) it must be obtained from the applicant.
- **International Education Verifications**
 - **Service:** Verifies a person's educational history which can help eliminate falsified or overstated credentials.

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- **Source:** Direct contact with the institution's Office of the Registrar or through online/automated verification systems.
 - **Information Verified:** Information can include: type of degree, attendance, date of graduation, major studies, GPA and degree earned.
 - **Methodology:** SoftHQ requests a copy of the applicant's transcript or degree. Verification of international education is lengthier than domestic verifications. Depending on client preferences, if the institution is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
 - **Disclaimer:** This verification can be delayed if institutions are hard to locate, if they do not promptly return calls or if verifications are processed by mail only. The accuracy of the verification can be affected if the applicant attended under a different name than stated on the application or if the applicant has recently graduated and the institution has not yet updated their records.
 - **Third Party Verifiers:** Many higher education institutions outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.
- **International Employment Verifications**
- **Service:** Verifies a person's past and/or present work experience which can let employers know if applicant is being honest about length of employment.
 - **Source:** Direct contact with the employer's Human Resources Department or through online/automated verification systems. Processors utilize email and appropriate translation devices to communicate internationally.
 - **Information Verified:** Information can include dates of employment, position, salary, reason for leaving, eligibility for rehire, disciplinary action taken, dependability, and general work duties.
 - **Methodology:** Verification of international employment is lengthier than domestic verifications. Depending on client preferences, if the employer is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
 - **Disclaimer:** This verification can be delayed if employers do not promptly return calls or if verifications are only done by mail. In some cases, only limited information can be verified based on employer's policies.
 - **Third Party Verifiers:** Many mid to large scale employers outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.
- **International Reference Checks**
- **Service:** Questioning an applicant's professional references. Professional references are more credible than personal references.
 - **Source:** applicant-provided reference
 - **Information Verified:** Can verify applicant's reliability, criminal past, alcohol or drug abuse and character, work habits and work performance.

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- **Methodology:** Processors contact references by phone interview and ask a series of up to 10 clients requested reference questions. The processor generally makes 3 attempts to obtain the reference. Depending on client preferences, if the employer is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification. In some cases, when reference is non-responsive to phone calls, reference information is obtained via email if address is provided by applicant.
- **Disclaimer:** This verification can be delayed if references do not promptly return calls/emails.

2.1.5 Training

SoftHQ continues to develop the skill sets of the individuals and advance their professional careers. Training on modern technologies and maintaining technical capabilities are part of the corporate culture for greater responsibility and growth. Training is critical to maintaining proficiency with cutting edge technology. Our individual development program begins with completing an individual skills assessment to determine individual and site-unique training requirements. Individual training plans will be reviewed by the SoftHQ's AM. SoftHQ has developed, and is using internally, an automated training and skills database. This system not only tracks the training that each employee has received, but also categorizes and describes each employee's skills and competence. Using this database, SoftHQ's AM will efficiently and productively search for employees with the skills to meet purchase order requirements.

By working closely with the State, SoftHQ will proactively determine training requirements before task initiation and identifies program staff best suited to receiving training. When new skill requirements can be forecasted, productivity increases because there is no delay in ramping up assignments. We provide several types of training such as corporate training, on-going training, task training, and safety and security training.

SoftHQ's ongoing training supports career advancement and correction of any personnel problem areas as part of our goal of overall continuous quality improvement. Our AM and operational staff identify specific areas they feel their staff need to focus on to remedy specific technical shortfalls in skills, improve their knowledge of emerging technologies, or focus on areas for improvement. Once these areas are identified, the AM creates and posts individual training plans to a SharePoint-based portal. If a staff member's technical weakness or problem areas cannot be addressed through training and certification, the AM works with corporate HR POCs from across SoftHQ to implement formal Performance Improvement Plans (PIP). The PIPs are addressed through SoftHQ's corporate (or subcontractor) HR process as a structured method to achieve desired performance. If an employee fails to achieve a performance or behavior objective, he/she will be terminated.

SoftHQ delivers effective management of personnel vacancies by ensuring undivided attention of management on purchase order staffing levels and work product quality. We set skill search criteria for candidates in our automated staffing tool and continuously screen qualified candidates. Upon the identification of a vacancy, the AM collaborates with corporate resources to rapidly fill vacancies.

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2.1.5.1 Testing Methodology

SoftHQ conducts need based testing for its Employees. Employees require approval from the client manager, to participate in the requested training program. Our testing program is designed to meet today's employment challenges and test worker aptitude and attitude through a combination of intelligently selected questions from preparation programs for widely accepted and internationally recognized tests.

SoftHQ performs comprehensive aptitude tests for Workers to measure and assess technical skills, management skills, business knowledge, and communication skills. The type of tests includes telephonic, written, and technical discussion. We perform telephonic interviews consisting of aptitude questions for the required skill set. This is considered primary round of interview to assess technical, communication and business skills of the worker. During the test, interviewer asks questions from a question bank, designed to test the required skills and then assess candidate's aptitude based on his/her answers.

The feedback is passed to the AM and human resource representative for further decision. If adjudicated favorably, depending on their geographical proximity and urgency of the requirement, candidates are asked to come for a face to face interview, during which they are required to undergo an online written aptitude exam designed to test problem solving skills. SoftHQ leverages some of the most advanced and widely accepted test questions from preparation programs to measure candidate's aptitude, verbal and written communication, and problem-solving skills. After the test, candidates are interviewed by the technical experts to ensure that they possess the required depth of skills to meet or exceed client requirements.

If a face to face interview is not possible, the candidates are subjected to a second round of telephonic interview to ensure that we are submitting the right candidate for the requirement. The second round consists of technical discussion with an expert, to assess the depth of knowledge on the required skills.

2.1.5.1.1 Test Plans

SoftHQ's Selection Process is an interactive testing and training system which was designed exclusively for use by SoftHQ, on behalf of its clients, to evaluate employee skills and skill levels leveraging Brain Bench. The evaluations are presented in a hands-on process. The person being evaluated must actually perform the functions in order to complete the process. The results are then provided in comprehensive, detailed reports that include error rate, completion time, and percentage of test completed, number of keystrokes, forms per minute, and much more. Two sample distinct formats for testing are provided and both are interactive:

- Brain Bench Computerized Skills Evaluation for Office services, IT associates
- Performance Monitor for Technical and Light Industrial skilled associates

But, the SoftHQ evaluation system goes one step further than simply evaluating skills. SoftHQ offers specialized office staffing solutions and experienced associates in a wide range of industries, including, but not limited to:

- Finance
- Insurance
- Legal
- Information Systems

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▪ Sales/Marketing

As associate's knowledge of a certain industry is measured through questioning during the interview, as well as complete reference checking to verify the information. SoftHQ associates' office skills are measured through the Brain Bench Certification process which offers 80 customized formats. The skills evaluation component tests include, but are not limited to, the following:

- Knowledge of Software Applications
- Speed, Law, and Statistical Typing
- Standard Letter Form
- Transcription
- 10-Key Speed
- Alphanumeric Data Entry
- Numeric Data Entry

With the computerized Skills Evaluation System for office services employees, Clients can be assured the associates we assign to help them will possess the administrative and office services skills requested.

In addition to standard word processing functions, our Computer Skills Evaluation System evaluates basic, intermediate, and advanced knowledge of the following software applications just to name a few. There are actually hundreds of evaluations:

- Windows Operating Systems
- Microsoft Office Suite (All Versions) including:
 - Word
 - Excel
 - Access
 - Outlook
 - PowerPoint
- Accounting Functions from Clerk to Financial Statements
 - QuickBooks
 - Peachtree

Performance Monitor:

In addition to skills testing, SoftHQ can test applicants to determine potential performance and integrity issues. We can evaluate an applicant's likelihood of success in a particular position and if it is something they will enjoy doing. We also recognize that a common problem in hiring is finding workers who are not only qualified, but also have high standards. Our employee's complete integrity testing so we can determine the probability of violent, dishonest, fraudulent, undependable behavior or theft and avoid placing people with these tendencies.

2.1.5.1.1.1 Sample Assessment Tests

Below **Exhibit 3** provides a sampling of the assessment tests available:

Specialty	Available
Software	<ul style="list-style-type: none"> ▪ Adobe – Various ▪ FileMaker Pro 6 ▪ Lotus Notes - Various

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Specialty	Available Test Specialty
	<ul style="list-style-type: none"> Microsoft Access – Various Microsoft Excel – Various Microsoft Outlook – Various Microsoft PowerPoint – Various Microsoft Word – Various
Technical	<ul style="list-style-type: none"> Engineering/design Internet-/intranet-related principles Mainframe and midrange Networking and groupware Operating systems Programming languages Relational database management systems and related applications Troubleshooting and help desk

Exhibit 3: SoftHQ's Sample Assessment Tests

To further test high-level technical abilities, SoftHQ uses the knowledge and expertise of technical subject matter experts. These subject matter experts include veteran staff members (generally working as technical managers or project managers) and technical advisors. Subject matter experts interact with recruiters and client hiring managers to understand the nature of the position and construct a customized battery of questions/scenarios, designed to evaluate a candidate's critical thinking and problem-solving skills specific to the position. This high-level interaction evaluates a candidate's suitability to a specific high-level technical position the way no standardized test can.

2.1.6 Turn Around Time, Service, and Performance Guarantees

Various methods of sourcing must be conducted when attempting to attract a diverse pool of candidates to fill positions. Normally, such methods include conducting a thorough search of our internal database; searching and utilizing internet job databases and resources; advertising in the Employee Referral Program; posting job vacancies using the internet and print advertisements; attending job fairs, trade shows, and HR/Recruiting related functions; and contacting staffing agencies. Resumes are reviewed and screened by the Recruiting Department and/or Hiring Manager. SoftHQ successfully completes the above processes and fulfills any open position within 1 business day.

2.1.7 Approach to Subcontracting

SoftHQ has partnerships with 1000+ vendors to provide business innovation and growth across the organization reliant on the contributions of a diverse workforce and established diversity partnerships that fall outside of our direct coverage area. Our primary objective is to provide State with timely responses, qualified candidates and best-in-class service, regardless of source or location. Subcontractors are selected based on project scope, contract award structure and business breakdown by location. All temporary employees sign non-disclosure agreements and our subcontractors sign teaming arrangements that mirror our client's contract terms and conditions.

2.1.8 Benefits to Employees

SoftHQ offers all our employees standard benefits including:

- Medical options offered by a premier insurance company
- Flexible-spending and dependent-care accounts that allow our employees to take advantage of even greater tax savings

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

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- Competitive dental options through the largest dental plan in the US
- Group life insurance, long-term disability coverage, and optional life insurance
- 401(k) Plan

Employees have a wide variety of investments from which to choose, to best fit their individual and families' financial needs. Moreover, SoftHQ has a special relationship with an established credit union/bank that caters to employees and employer groups, within the technology sector. For convenient banking transactions, we offer direct deposit to our employees throughout the United States.

Because SoftHQ believes in a healthy work/life balance for our employees, we pay time-off program, which allows employees to enjoy vacations, holidays, and personal days.

2.1.8.1 Healthcare Options

SoftHQ provides Healthcare Options to all its employees which includes Medical, Dental, and Vision.

2.1.8.2 Payment of Premiums

SoftHQ pays 50% and the employee pays 50% of the premium for the employee's coverage. Employees who desire to enrol their eligible dependents must pay the premium for the dependents' coverage.

Employees should refer to their copy of the Summary Plan Description (SPD) for details on eligibility, enrolment, plan benefits and how to access the benefits. Employees can obtain a copy of the SPD for each program from and direct benefit questions to the group administrator. SoftHQ reserves the right to interpret, change, modify or terminate any or all of the terms and conditions of the Group Insurance Programs.

2.1.8.3 Sick Time Pay

Upon completion of a 90-calendar day service requirement, each eligible employee accrues entitlement at the rate of 1 hours of sick pay for every 30 hours worked. There will be an accrual cap of 72 hours and any unused sick time can be carried over to the subsequent years.

The purpose of sick pay is to continue the pay of qualified employees during periods of non-work-related disability to the extent of entitlement as outlined above. Sick pay is intended for sickness or injury of self [or of dependent children]. Sick pay does not extend to time off to care for other family members unless state law provides otherwise. In the case of employees who work 30 or more hours per week, sick pay may also be used for routine medical or dental appointments for the employee [or the employee's dependent children]. Sick pay can be used in increments of no less than one-half hour. Accumulated sick leave has no value at the time of termination of employment or transfer to an exempt position.

2.1.8.4 Benefits / Vacation – Holiday

In compliance with the David-Bacon and Related Acts, SoftHQ provides a comprehensive Holiday Pay for all the recognized Federal Holidays observed by the Federal and State Agencies, and/or vacation pay adhering to the labor standards.

2.1.8.5 Parking – Reimbursement for the \$50 Parking in the Building

SoftHQ provides a reimbursement for the \$50 parking in the Building.

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2.1.8.6 401(k)

SoftHQ provides a Retirement Plan Account for all its employees.

2.1.8.7 Training Plans / Services Offered to the Temporaries

On-the-Job Support

On – going training program is an essential ingredient to hone the capabilities of the staff and achieve continuous improvement. Recommendations that are provided after assessment session are taken into consideration and weekly training or on-going training plans are developed. A knowledge management strategy will be developed to address the current skills development process through comprehensive methods and training sessions that are more valuable and that retains State's capital knowledge. We provide training on knowledge management methods to motivate and encourage the culture of information sharing and collaboration among the service desk staff. SoftHQ performs on-the-job training sessions on modern technologies and procedures and while discussing issues, also provides training on issue resolution that equips the personnel with the knowledge and skills required to carry out tasks/services efficiently.

The need for training on modern technologies and skill improvement are collated and structured into the training plan aligning with objectives of on-going training processes. The prepared training plan will be presented to the CO for the approval and implementation. Upon approval, training schedule will be prepared and implemented on temporary staff. The results from training will be documented in the recommendations plan.

2.1.8.8 Benefits Accrual Rollover

For temporary employees, the total hours of employee benefit/vacation benefits that can be carried over are based on the normal number of hours per week that the temporary employee is scheduled to work as of December 31 of the previous calendar year. Vacation benefits that are carried over must be used in that following calendar year. Unused carried over vacation benefits cannot be carried over from year to year.

2.1.9 Evaluation of Employee Job Satisfaction and Customer Satisfaction Level

SoftHQ will perform, on a regular basis, Internal Quality Reviews (IQRs) of applicable services processes, documents, and procedures to ensure that requirements are being properly established and implemented. Our AM provides insight into potential corrective actions and process improvements by providing visibility into the specific areas of conformance and non-conformance.

As part of our IQRs, SoftHQ will use the Employee Job Satisfaction Survey Form to understand the employees' level of job satisfaction in his/her role. We will utilize this survey to understand the areas of concerns and any other important information that would lead to improve the employee's job satisfaction levels. We will also identify any additional motivational factors to enhance his/her job satisfaction resulting in improved performance. Similarly, SoftHQ has a customized Customer Satisfaction Survey Forms to understand the customer satisfaction levels. The IQR Form will be used to prepare the topic for the review. These reviews may take the following forms:

- Surveillances, short monitoring periods of actual work in progress. Surveillances are conducted to ensure compliance in the day-to-day operations processes that support the program

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- Interviews with process or service stakeholders will be used to assess customer satisfaction, process compliance, and actions for continual process or service improvement. Interview schedules will be defined by the AM with input from the appropriate team leads and the Program Manager
- Document/process walk-throughs involve stepping through a documented process with the process owner or operator that the process is operating as documented or to evaluate whether additional improvements or efficiencies can be realized. These process walk-throughs may take the form of a team meeting, a peer review, or an informal/formal one-on-one review
- Review of process work products, outputs, and/or records. These reviews may occur ad-hoc, but the results will be reported to the process or service owner through formal channels such as a Corrective/Preventative Action Requests (C/PARS), documented nonconformity, or scheduled review meeting
- The AM will maintain records of IQRs, C/PARS, Issues and Risks, and Lessons Learned

2.1.10 Approach to Accessing and Evaluating Employee's Performance while on Assignment

SoftHQ understands that the performance of its human capital assets is vital to its business strategy and it strives to ensure that its Employees perform as per expectations, are motivated and has desire to excel at the client's project. We track information on the performance of the workers, provide incentives, take corrective actions, and take off boarding steps to ensure that our client's requirements are met.

Employee performance in a State environment is a shared responsibility between SoftHQ and the State. We heavily rely on reactive measures to understand the performance of an Employee and ensure that all its Employees are top performers using the industry standard controls for performance monitoring. We track all Employee assignment history such as:

- Attendance/Timesheets
- Periods of service
- Breaks in assignments
- Positions
- Track worker and supplier relationships
- Quarterly, Half-yearly and Yearly Performance audits

2.1.10.1 Approach to Mitigating Employee Performance Problems or Misconduct

All our Employees are assigned to our proposed AM and he is responsible for the monitoring of the employee on the assignment. As noted in summary of this section, we rely heavily on both the workers 'self-assessment' and most importantly on the manager's transparent communication of the Employee's performance in real time.

On the first report of any identified gaps in the performance, a detailed analysis is conducted to identify the root cause of the report. If the causal analysis findings suggest complete misfit of the employee with the assignment, he is removed immediately, otherwise, a contingency action plan is prepared to increase the performance of the worker. The contingency actions include skill training and self-improvement.

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The challenge in the Recruitment at any client environment is that the supplier cannot know first-hand from the Manager regarding the performance or the other issues for the contractor. Upon receipt of information, SoftHQ proposes to mitigate the risk to State by isolating the issue and if warranted, worker removal and then independently working with the worker to resolve the issues and take necessary actions. SoftHQ communicates regularly with the Employees to be aware of issues they are dealing with and frank discussion of their self-evaluation of how they are performing their duties. Information we learn from the consultant, if warranted is communicated directly to the appropriate personnel to address potential issues.

To resolve the Employee conflict requires capturing the factual issues and then understanding how the issues affect the worker's ability to delivery on the project. Conflict resolution is achieved by assessing the issue, mutually exploring resolutions, and then providing the solutions if available with an emphasis on meeting the project support objectives.

2.1.11 Customer Satisfaction

Developing strong partnerships with our clients is something that SoftHQ passionately believes in, and we have a rich history of long-term relationships that demonstrate the advantages of this approach. A partnership is built through consultative interaction, aligning business philosophies and providing responsive service. Many of our client partnerships span 9 years, perhaps the strongest indicator of satisfaction available.

Our methods for acquiring feedback, conducting follow-up and driving corrective action include:

Customer Satisfaction Surveys

Customer satisfaction surveys elicit client feedback on service-critical topics, including:

- Service
- Response time
- Employee quality
- Follow-up

We are dedicatedly client-centric and believe the best way to ensure our partnerships are successful is to regularly ask, "How are we doing?"

SoftHQ's electronic customer satisfaction survey is distributed to each client manager that has requisitioned an employee in the previous quarter. Responses are compiled and evaluated, then used to assess current performance, identify areas for improvement and track emerging trends. Also, this analysis allows SoftHQ to suggest program adjustments that may save our client both time and money.

After results are processed, our account manager will discuss any potential issues or areas of improvement with the quarterly business review and will drive all follow-up or required corrective action.

Quarterly Business Reviews

Quarterly business reviews evaluate overall solution performance and provide key data to the senior State management. These reviews are conducted by SoftHQ's account manager and attended by our regional management and executive sponsor for the program, as well as key the State users.


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Quarterly business reviews are typically held in-person at client locations but can be held via Live Meeting when necessary. SoftHQ's onsite program managers can also provide local reviews as required for each business unit.

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Customer Satisfaction Survey

Please take a moment to complete the survey below. Your input will help us better serve you in future assignments.

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Extremely Satisfied
Rate our employee's quality of work on this assignment	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's attitude	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's technical knowledge	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's attendance/punctuality	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's communication skills	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's safety awareness	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Did our employee have the required skills?	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No

Quarterly business reviews evaluate program successes, challenges, goals, performance metrics and other specifics that impact client productivity and program success. Quarterly business reviews also provide an opportunity to establish new goals or modify existing ones to reflect your changing business objectives, emerging industry trends and evolving workforce requirements, as well as driving continuous improvement initiatives.

Typically, quarterly business reviews focus on:

- Current status of open action items by geography
- Quality metrics
- Use and performance of subcontractors
- Program developments
- Talent acquisition and management trends
- Talent forecasting
- Employee relations activities
- New action items for next quarter

2.1.12 Recruitment Sources

We use several recruitment techniques to identify and recruit highly qualified individuals who share our goals and vision. As a knowledge-based consulting company, our first and most successful method of recruitment is by internal recommendation. We also recruit personnel

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through databases and job fairs such as TechExpo as well as through partnerships with specialized recruitment firms. We use job boards such as JobDiva, Dice, Monster, CareerBuilder, and Clearance Jobs to recruit employees nationwide.

As part of our full cycle recruitment process, we utilize an Applicant Tracking System that allows us to track and monitor applicants on a continuous basis. Thus, we maintain an active and updated list of qualified candidates. Our resume database contains over 500,000 qualified resumes. Top candidates are interviewed and pre-screened (reference and background checks, education, and credentials verification) and placed on a preferred list for future opportunities. When a position opens, we identify the skills, experience and security requirements for the position, and search our candidate database to identify the best suited individuals. We then contact the qualified candidates to begin the hiring process. Our President assesses all candidates based on the same criteria as detailed in the job description. The best suited individual is selected for employment based on knowledge, skills, and cultural fit. With this proactive process, we screen individuals quickly and provide them with a formal offer pending client approval.

2.1.13 Response Time Guarantee

SoftHQ, after receiving an order from the State, the turnaround time to place a qualified temporary employee is typically four (4) hours. Specialty positions require an 8 to 24-hour turnaround, and ASAP orders generally can be filled within two (2) hours. SoftHQ utilizes a proprietary software system called Office Automation (OA). Our OA allows the Account Manager, Mr. Kranti Ponnam to instantly identify a select group of candidates that match the job descriptions submitted by the State. This allows the SoftHQ branch office to expedite job order requests by the State by identifying candidates instantly. SoftHQ's streamlined job order process will ensure that our response time meets all of the requirements of the State.

SoftHQ will supervise, control and shall take appropriate action to address in a timely manner through disciplinary action, performance counselling, and additional training, to rectify any performance or conduct problems identified by the client relating to the assigned employees.

In the event that the employee is unable to fulfil his job duties or into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

In an event where SoftHQ fails to place a temporary employee within the mutually agreed time, SoftHQ will utilize its Active Partnerships with technology and non-technology specific vendors (subcontractor capabilities) to place the candidate within 36 hours.

SoftHQ gives the quality of resource and time of turnaround a much higher consideration than the profitability/margin on that one resource. Our average time required to identify an appropriate resource upon receipt of a client request is following:

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Tasks	Responsibilities	Recruitment Timeline (Number of Hours)						
		<2	2-3	4-5	6-10	11-15	16-20	21-40
		Note: These are examples of steps. Each situation may be different.						
A. Client Requisition								
▪ Analyze client staff requisition and write synopsis of the requisition	▪ Account Manager							
▪ Submitting position description and client requirements in Job diva tools	▪ Alternate Account Manager							
▪ Identify any necessary qualifications								
▪ Assigning to SoftHQ team lead through internal Job diva tool	▪ Recruitment Manager							
B. Identify Consultant (3 – 5 Consultants)								
▪ Check if there is matching skilled consultant available “on bench”	▪ Recruitment Team							
▪ Identify existing skill sets and candidates within SoftHQ Job diva database								
▪ Post job to external job sites (SoftHQ website, Dice.com, Monster.com, CareerBuilder.com and shared with approved subcontractors).								
▪ Sourcing candidates from various job sites by conducting Boolean search and detailed communication with prospect consultants.								
▪ Sourcing candidates from our internal employee pool.								
▪ Sharing the requirements with our consultants by posting them on our internal website for internal referrals.								
C. Pre-Screening and Interview (SoftHQ)								
▪ Executing a comprehensive prescreening that confirms motivation, previous experience, salary, skill level, required education/certification/license, clearance and potential team fit.	▪ Recruitment Team							
▪ Prescreening includes online test (using Prove-It, Brain bench & internal tools) and general knowledge test.								
▪ Discussing salary requirements and relocation needs with candidates								
▪ Providing SoftHQ overview and explain benefits								
▪ Evaluating attitude and aptitude by discussing team scenarios								
Skill Evaluation	▪ Experts							
▪ Conducting initial assessment of the candidate’s qualifications								
▪ Conducting detailed interviews based on job requirement								
Soft Skills Evaluation								
▪ Evaluating candidate’s communication, creativity, analytical thinking, diplomacy, flexibility, change-readiness, problem-solving, leadership, team building, and listening skills								
D. Evaluation (SoftHQ)								

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Tasks	Responsibilities	Recruitment Timeline (Number of Hours)					
		2	2	8	12	16	20
		8	12	16	20	48	
Note: These are examples of times. Each situation may be different.							
<ul style="list-style-type: none">Preparing the feedback form to summarize the results of the interview and update Job diva with qualified consultants	Recruitment Manager						
<ul style="list-style-type: none">Relaying interview results to the consultants							
<ul style="list-style-type: none">Checking consultant's references	Account Manager						
E. Submission to the State							
<ul style="list-style-type: none">Creating skilled matrix matching required skills with experience of consultants to present consistent skill summary to client	Recruitment Manager						
<ul style="list-style-type: none">Submitting resumes with a Skill summary of the selected consultants and references to the State	Account Manager						

Exhibit 4: SoftHQ's Turnaround Time for Staffing

2.1.14 Policy and Procedure for Ending a Temporary Work Assignment

Once a Work Assignment is completed, our Account Manager will get the confirmation from the State's Contract Administrator or CO or relevant stakeholder for official signoff of the work assignment of Temporary personnel. After the signoff, our Account Manager will ensure that the Temporary personnel handovers the Government Furnished Equipment (GFE) to the relevant State security manager. In conjunction with our safety and security manager's instructions and policies, we will ensure that our temporary personnel signoffs the work assignment. As part of handing over the GFE, our AM will ensure that our candidate handovers the security badges, laptop or phones, access cards, and other relevant equipment.

2.1.15 Policy and Procedure on Quality Assurance and Problem Resolution

SoftHQ's QCP is designed to ensure that management and service delivery either meets or exceeds the requirements of the State's QASP. SoftHQ's QAP, QCP, and PMP work breakdown provide an interconnected response to accomplish the State's Temporary IT Staffing services objectives, track, and control the work to achieve consistent delivery of operational tasks and meet the scope of services desired outcomes to agreed quality performance levels. The tasks define the work to be performed, and SLAs are used in developing quality performance metrics.

The AM will perform in-progress or conformance inspections as part of our QA and QC procedures. Our methods of inspection and performance thresholds will reflect the requirements outlined in the State's QAP. Formal audits for compliance verification will be coordinated with the SoftHQ's corporate management. State's inspection results will be provided to the SoftHQ's senior management.

The AM is responsible for planning quality into all deliverables, designs, plans, engineering solutions, reports, and reviews and ensuring quality staff performance in work areas by matching skills with job requirements and the technology architecture supported. Our AM will monitor the defined quality standards and metrics with respect to the State's Objectives based on the QCP. They also have the responsibility to identify and report unacceptable trends in quality performance

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to the State-cognizant representative, as well as the COR, and immediately act to define remediation actions or, if necessary, develop and put in place a corrective action plan.

Our QAP will have an efficient and proven process improvement, outlining correction action plan to prevent the problem from recurring. We will utilize the existing incident logging/management system and integrate with service management toolset to provide integrated support for all the defined processes. We achieve the deficiency detection through our process improvement approach outlining deficiencies detected in the process including, but not limited to:

- Detection of quality-related problems
- Identification of responsibility
- Evaluation of importance
- Investigation of possible causes
- Analysis of problem
- Prevention action
- Process controls
- Disposition of nonconforming items
- Permanent damages

Our AM will work with the State stakeholders to identify indicators and the associated measures (Metrics) needed to control performance and predict future status of processes. The below metrics will help determine the incidents occurrence, impact on the service functions, and used to monitor deficiencies and effectiveness of QA processes and procedures:

- Number of reviews (QA activities) conducted
- Status of non-conformance incidents identified
- Status of action items open/closed/on-hold
- Number of days to correct and close a non-conformance incident
- Customer satisfaction levels relating to service quality
- Trends for process improvement
- Lessons learned

2.1.15.1 Implementation of Corrective Measures

To resolve poor performance, our quality planning occurs in partnership with the State, as State Management team plays an active role in the finalization of the Quality Control Plan (QCP) and its tailoring to meet specific job description task performance requirements. The QCP specifies the surveillance, inspections, and controls necessary to achieve specified levels of quality and identifies the personnel, procedures, controls, records, and forms to be used. It provides a systematic method for identifying, tracking, and resolving quality issues throughout the employment/recruitment lifecycle and identifies the processes and tools required to execute the plan. Our QCP operate in 3 phases: Planning, Monitoring and Control and Close-Out. Below **Exhibit 5** identifies key features of our QCP by phase.

Feature to Control Poor Performance	
Planning	
<ul style="list-style-type: none"> ▪ Apply lessons learned from > 10+ years managing public sector programs to create an achievable QCP ▪ Apply domain knowledge/understanding of State mission, environments, and QA standards 	<ul style="list-style-type: none"> ▪ Customer needs matched with the right mix of QA management tools, technical expertise, and skills ▪ Responsiveness to unanticipated, changing QA program performance requirements, or staffing needs

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Feature to Control Poor Performance	
<ul style="list-style-type: none"> Assign account manager with superior experience in performance management at job order level Establish an accountable and empowered single point of contact and direct lines of authority 	<ul style="list-style-type: none"> Managers and staff anticipate QC needs and respond rapidly to customer mission requirements Transition of quality performers maintains continuity and program risk management
<ul style="list-style-type: none"> Create measures to monitor/report performance Develop performance standards and service levels Monitor performance against agreed to standards Recognize achievement by performance measures 	<ul style="list-style-type: none"> Ensured QA performance levels/customer satisfaction Facilitate QA performance improvements Fulfil QA contract goals High morale and retention maintained among all staff
Monitoring and Control	
<ul style="list-style-type: none"> Maintain a robust QC Repository on portal providing analysis and tracking of quality items Utilize SoftHQ's ITIL-based Continual Service Improvement to regularly evaluate service for opportunities for improvement/threats to quality Implement corrective actions to curb future issues 	<ul style="list-style-type: none"> Improves quality through documentation, tracking items to closure and lessons learned Identifies opportunities for improvement and prevents recurrence of quality challenges Improves service quality by identifying and sharing best practices across the service enterprise
<ul style="list-style-type: none"> Utilize Governance and Control Lead to review, and assess performance against standards Educate all employees on their roles within QC Empower employees to perform self-reviews 	<ul style="list-style-type: none"> Offers objective mechanism to identify current performance and potential areas for improvement Improves quality risk identification/resolution by utilizing all employees as part of inspections
Project Close Out - Feedback	
<ul style="list-style-type: none"> Use customer feedback and surveys as additional data point for feedback Require employees to report lessons learned 	<ul style="list-style-type: none"> Offer multiple avenues for feedback Incorporates customer desires and subjective employee feedback in improvement loop
<ul style="list-style-type: none"> Promote continuous improvement in the areas of each job order management, staffing, reporting, issue monitoring, performance monitoring 	<ul style="list-style-type: none"> Clear/complete customer insight into job order performance Accurate status and visibility into all problem resolutions

Exhibit 5: Features of SoftHQ Approach to Avoid Poor Performance. *Increased quality through standardized processes, defined outcomes, regular reporting and preventing future reoccurrences*

Delivering Conforming Services with Minimal Agency Oversight: SoftHQ's performance management approach involves in-depth planning, frequent and transparent communication, constant and vigilant monitoring, incentivizing excellence, risk planning, and mitigation, and implementing immediate corrective action, when necessary.

By strict adherence to COBIT, ITIL v3, and CMMI ML5 best practices and State's policies, SoftHQ will assure to deliver services on time, within budget successfully, with a minimal amount of government oversight. Our personnel will integrate seamlessly with the State's team to accomplish the work that across State's Temporary IT Staffing services program, and our robust communication strategy will ensure that government project leadership remains engaged and informed every step of the way, rendering onerous oversight unnecessary.

SoftHQ will use the Performance Requirements Matrix (PRM) as a benchmark for conducting our inspections of the State's support functions. The PRM comprises the list of performance objectives and standards that apply to SoftHQ's temporary personnel. The PRM details the method of surveillance which the AM will use to validate and inspect performance elements. The AM will document the results of inspection of each element. To receive an acceptable performance rating, SoftHQ shall meet or exceed the allowable deviation for the performance requirement under evaluation.

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Our centralized approach to “information tracking” leveraged from our QMS facilitates continuous process improvement and ensures that all temporary staff learn from current and other similar contracts within the State, thus the entire SoftHQ portfolio sustains Continuous Process Improvement (CPI). SoftHQ’s bases our approach to quality improvement on our proprietary operating model (ESM) and extensive experience gained from managing similar large engagements from both public and private sector contracts.

SoftHQ made a conscious effort to redefine and improve processes and continue to invest in reintroducing latest knowledge into our operating model. We follow a defined approach with distinct phases in the contract life cycle. This defined approach contains milestones for review and measurements. We leverage metrics to benchmark our performance on the contracts and identify corrective actions to improve our performance on the program and resulting tasks.

2.1.16 Process or Policy Regarding Replacing a Temporary Staffing Employee Who Exhibits Excessive Absenteeism, Tardiness, Personality Conflicts, or Other Employee Relation Issue.

When SoftHQ is contacted by the State regarding a service issue, the first step will be to immediately document the situation and obtain whatever information is needed to provide quick resolution to the issue. Once the problem is clearly understood, the Account Manager will provide immediate follow-up and a specific time frame in which the State can expect action, as well as provide periodic status reports while working on the issue.

If a correction requires immediate replacement of a temporary employee, or if the temporary employee’s performance is still considered unsatisfactory even after additional instruction and coaching, the Account Manager will take the needed action to discreetly end the assignment after working hours that same day. A qualified replacement, if needed, will be sent as soon as that individual has cleared any State mandated background screenings.

During this period, the Account Manager will maintain communication with the appropriate State personnel to ensure seamless transitioning. Also, if needed, the Account Manager will escalate the issue to the CEO.

Once the situation is resolved, SoftHQ will schedule a follow-up where we can review, confirm satisfaction and discover ways in which the process might be improved for the future. SoftHQ will also add the information to its records in order to monitor complaint escalation and resolution and satisfaction trending over time. Additionally, the Account Manager will conduct on-site premise visits and meetings with SoftHQ temporary employees as well as the State personnel to address any issues, questions, or otherwise ensure that our quality standards are maintained.

2.1.17 Approach to Addressing a Request for Reassignment or Replacement of a Temp

SoftHQ will supervise, control and shall take appropriate action to address in a timely manner through disciplinary action, performance counselling, and additional training, to rectify any performance or conduct problems identified by the client relating to the assigned employees.

In the event that the employee is unable to fulfil his job duties or enters into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These

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additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

SoftHQ has the capability of responding to surge requirements that require us to respond to volume recruiting or backfill a position when a candidate fails to show to his/her assigned schedule. As part of our training policies, we ensure that most of temporary personnel are cross trained across various fields so that they can fill these requirements under short notice. When we respond to a new candidate request from the State, SoftHQ will shortlist three (3) pre-screened and pre-qualified candidates for State selection. When the State selects a candidate out of these three (3) candidates, SoftHQ will maintain one (1) candidate as a backup for that positions. With this capability, we will respond to these requests and backfill the position within one (1) day.

2.1.18 Billing Method

2.1.18.1 Timesheet Retrieval and Pay Checks

SoftHQ uses an automated time collection that provides a wide array of functionality to reduce payroll and billing processing costs, reduce employee administrative time, and help us comply with Government regulations. Our tool's time and attendance tracking feature help us manage our employees' hours and productivity. It also includes a timesheet review and approval program to save time and maximize efficiency. Our automated system uses a smart, rules-based configuration that allows employees to do very little to assist with their own attendance tracking, basically just clocking in and clocking out. This rules-based configuration is developed with automatically detecting when employees have a paid holiday and alerts employees when they are coming close to using the last of their vacation days, half days, or sick days.

SoftHQ uses a weekly payroll schedule to help with employee cash flow and to assist with on-time payments. The pay period begins on Monday and ends on Sunday of the following week, with Friday being payday. We use ADP, a third-party payroll company to pay our employees. Using ADP helps us avoid errors or delays in direct deposits or tax filings. Employees can view their pay statements online, in order to verify their hours and earnings.

2.1.18.2 Invoicing Process

SoftHQ has a very advanced and agile accounting process that ensures efficient and effective invoicing, timekeeping and expense handling. With each client, SoftHQ understands through the contract what the client's expense policies are. SoftHQ maintains complete and accurate records to support and document all Temporary Worker's Time and SoftHQ Expenses under this Agreement and each Job Order in accordance with generally accepted accounting principles consistently applied. We will provide our invoicing reports on weekly basis with customized billing of all electronic invoices sent to the State.

2.1.18.3 Time Reporting

SoftHQ will ensure that each employee performing at the State will complete a timesheet every week and approved by the contract administrator. SoftHQ uses an automated time collection that provides a wide array of functionality to reduce payroll and billing processing costs, reduce employee administrative time, and help us comply with client's regulations. Our account manager will process the approved weekly timesheets into the tool for time and attendance tracking. This

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feature helps us manage our employees' hours and productivity. Our AM will send the approved timesheets to the State's Bookkeeper adhering to the reporting policies established by the State.

Our automated system uses a smart, rules-based configuration that allows our account manager to generate monthly invoices and ensures that there is no discrepancy with the timesheets. We will submit the invoice on the 5th day of every month after completion of the month's services. This rules-based configuration is developed with automatically detecting when employees have a paid holiday and alerts employees when they are coming close to using the last of their vacation days, half days, or sick days.

SoftHQ understands that State may require different type of reports to validate and ensure its partner performance. Below we describe our reporting capabilities and provide a list of standard reports available to the State on demand.

- A complete report of Staffing Activity of SoftHQ with the State including the Submissions, Interviews, Starts, roll offs, start dates, job titles, number of hours worked, invoiced amount, paid amount, etc
- Number of Job Orders that has been addressed on Weekly/Monthly/Yearly basis
- Number of Starts in a Particular Month/Quarter/Year
- Number of Interviews in a Particular Week/Month/Quarter/Year
- Number of Submissions in a Particular Week/Month/Quarter/Year
- Number of Hours billed by each consultant on a Weekly/Monthly/Yearly
- Total revenue generated on a weekly/monthly/yearly basis for both Sub Contractor Workers and W2 Workers
- Summary reports for each pay cycle

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2.2 Management Approach and Methodology

2.2.1 Project Management Plan

SoftHQ proposes to utilize its proven quality management processes, Carnegie Mellon University (CMU) Software Engineering Institute (SEI) Capability Maturity Model – Integration (CMMI®); Information Technology Infrastructure Library (ITIL®); International Organization for Standardization (ISO); Institute of Electrical and Electronics Engineers (IEEE); and Lean Six Sigma that are incorporated in our Corporate Business Practices (CBP) to support the State. We continually improve and refine our processes and are further integrating the Office of Management and Budget (OMB) Federal Enterprise Architecture (FEA) within our Business Standards for Enterprise Architectural projects. The measurements and metrics program that we are improving upon are being done with the applicable quality process area requirements.

To accomplish the program objectives, SoftHQ will leverage its existing process framework, known as Quality Management System (QMS), for a sound and viable approach to providing support services that will substantiate and ensure our ability to meet the information resource management goals and objectives of the State program.

SoftHQ provides a consistent management tool set that is generally used for all projects for managing and reporting on projects, monitoring and reporting on customer requests, work and cost estimating. We use Microsoft Project for WBS maintenance, scheduling and planning; a web enabled time sheet for accurate labor charge tracking; ADP for accurate accounting and financial management (our Time Sheet and Accounting System are electronically integrated together and provide real time cost accounting information), Quality Assurance Reviews for quality discrepancies, Standard Checklists for common activities, Microsoft PowerPoint for briefings, and so on. Some tools do change with project and customer environment, i.e. the Configuration Management tool (VSS, PVCS, CMS, etc.) but our core

Scope
▪ Identification, describes purpose, scope, overview and relationship of document
Referenced Documents
▪ Lists PM related Customer and SoftHQ documents
Assumptions and Dependencies
▪ Key assumptions and critical dependencies on which PMP relies
Stakeholders
▪ List of stakeholders who have involvement in the Program
▪ Organization Definition Methodology
▪ West Virginia State Responsibility Matrix
Program Management
▪ Processes
▪ Control of Government Property
▪ Delivery Procedures
▪ Certifications
▪ Work Definition
▪ Work Planning
PMP Staff/Team
▪ Identification of Program Manager and Staff
▪ Assignment of Functions, Roles, Duties and Responsibilities
PMP Goals/Scope/Strategy
▪ High level and detailed goals for the PMP
▪ Scope of the PMP
▪ Rationale for the PMP's strategy
Program Security
▪ Security Requirements for the Program
Deliverables
▪ Summary of Deliverable for the Program
▪ Management Methods
▪ Deliverables Schedule
▪ Responsibility Assignment
Resources
▪ Summary of Staffing Plan
▪ Team Organization Chart
▪ Supporting Narrative
▪ Relationship to Government Organization
Schedule Estimate Summary
▪ Estimated Schedule of the Program
Quality Summary
▪ SoftHQ's Quality Assurance Plan
Configuration Management
▪ SoftHQ's Configuration Management Plan
Risk Management
▪ Risk Management Plan for the Plan
Cost Summary
▪ Summary of Cost Estimates

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management techniques and processes typically do not change significantly from project to project.

SoftHQ will first develop a draft Project Management Plan using proven CMMI Level 5 procedures. We will develop a detailed Work Breakdown Structure (WBS) that provides sufficient granularity for planning, scheduling, costing, and tracking the activities and milestones using MS Project and develop a PERT chart to identify critical paths and related risks and develop a plan to mitigate those risks. Our process will also include establishing project and personnel profiles/accounts in our Internet based time reporting system to track the effort and its related labor costs.

SoftHQ uses the Enterprise Project Management tool (EPM) based on Project Server, Project Professional, and SharePoint, available via internet for SoftHQ employees through secured channels. The EPM solution allows our project managers to quickly plan the project and produce the desired reports. It can generate pertinent metrics for multiple levels (task and project) and multiple roles (Project Managers, Team members, Executives etc.). The views in which the metrics are exposed can integrate other financial, status, and strategic alignment information for decision support at all levels.

In addition, SoftHQ's cost accounting system is integrated into our timekeeping system, which enables us to track on-going project costs. The combination of the two systems allows us to break cost down to the detailed task level. Cost reporting will be further supplemented with other customer requested cost reporting using EXCEL generated reports. We will deliver the Project Management Plan, together with a detailed WBS/Schedule, cost, and the PERT chart, for Government review and approval.

We believe that the key to successfully managing this contract and aiding State is to define, monitor and manage the scope of the effort through the identification, development, tracking and analysis of planned versus actual project metrics (Earned Value Management). This will be accomplished through our approved processes and tracking of Performance Measures, Required Outcomes, Performance Standards for Excellence, Minimum Acceptable Levels and Surveillance Methods tailored for State on this contract.

This reporting will form the baseline against which our technical approach, organization, staffing, project schedule and pricing models are developed. All work requested by the State and executed by SoftHQ will be measured against this baseline in order to manage scope. This is consistent with the CMMI Manage Scope and Process Scope Change procedures and the ISO Quality Assurance processes incorporated into SoftHQ's corporate business processes.

2.2.1.1 Roles and Responsibilities

The following **Exhibit 6** summarizes the roles and responsibilities of SoftHQ:

Company	Role	Responsibilities
SoftHQ, Inc.	Prime Contractor	<ul style="list-style-type: none"> Overall responsibility of the contract performance. Ensure delivery on the teaming agreements and resulting subcontracts Responsible for day today management of the contract personnel Submitting of Timesheets and Invoicing to the government Responsibility of position vacancies and project deliverables

Exhibit 6: Roles and Responsibility of the Teaming Partners

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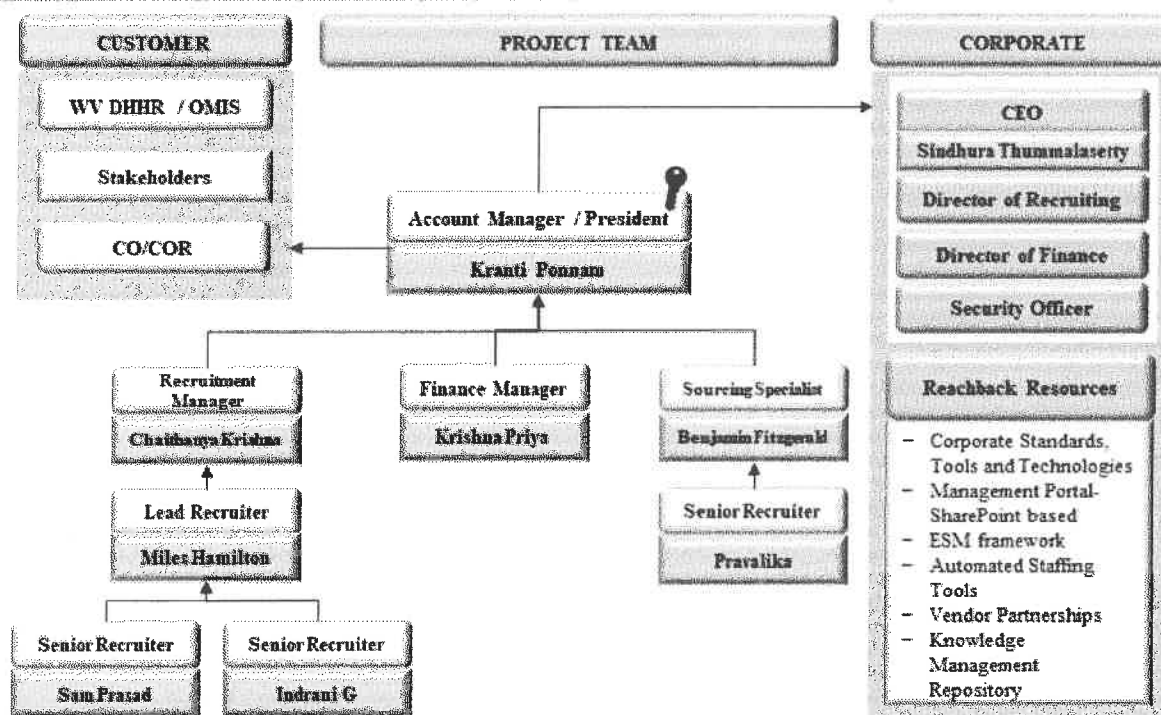


Exhibit 7: SoftHQ's Proposed Organization Chart

2.2.1.2 Status Meetings

Status reporting is a key project management element during the execution phase of a project. SoftHQ's consistent reporting processes enable status updates to be easily shared with the program and business levels. The objective of our status reporting process is to communicate to the team and management:

1. How the project is doing as evaluated against the project plan.
2. What issues are currently being dealt with.
3. What (potential) risks have been identified and what is being done about them.
4. What changes have been made to the plan since the last status report.
5. What impact recent events related to this project may have on other projects in the portfolio.

Before initiating this process, SoftHQ ensures that it has a well-defined task-specific plan. SoftHQ's status reporting template has the following items (shown in **Exhibit 8**) to ensure accurate status reporting at all levels.

Status Reporting Template	
Project name	The project name as it appears on the Project Initiation Note (PIN)
Date	The date the progress report was completed.
Status summary	Assign a general status to the project for the current date. For example: Green: The project is on schedule (with all milestones-to-date) and is on track to meet the next milestone date. Yellow: The project is behind schedule, but the team feels that it's possible to get back on schedule in the near future. Red: The project is behind schedule and the team does not think it will be able to get back on schedule without some major help or an extension of the timeline.

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Status comments	Describes progress against the project plan. On schedule, ahead of schedule, or behind schedule? If behind schedule, then reasons for schedule slippage? And any corrective actions planned to get back on schedule? If planning for revision, then it will be discussed in this part of the status report.
Priority	This is the status assigned to the project during project initiation processes. Although that process uses a numerical scoring method, the project management team should translate that data into a High, Medium, or Low rating for the status report so that the priority is easily grasped by a reader not familiar with the details of the prioritization process.
Projected completion date	The date that the current timeline shows completion of the project.
Original completion date	The date that was originally planned on for completion of the project.
Milestones	The milestones are pulled directly from the PIN and are represented graphically or in a bulleted list. Includes target completion dates for each milestone and whether they have been completed. This is an easily readable (i.e., graphical) snapshot of the project's progress against the project plan at the milestone level.
Issues	The <i>current</i> issues being encountered and how they are being addressed. If help is needed or issue escalation is required, then it will be mentioned here. Issues are pulled directly from the issues log.
Risks	Describes potential future events that could have a negative (or positive) effect on the project. Also describes the <i>impact</i> to the project if the event were to occur and the <i>probability</i> that the event will occur. Describes any mitigation efforts that are being taken to minimize the chance of the risk event occurring. Describes the contingency plan should the risk event occur. Risks, mitigations, and contingencies are pulled directly from the risk matrix.
External impact	Describes any potential impact that this project may have on other projects in the program or on the business in general, due to recent developments described previously. Identifies the specific projects, project managers, technical leaders, or functional managers affected so that the appropriate notifications can take place.

Exhibit 8: SoftHQ's Status Reporting Template. *Our reporting template ensures consistent and accurate reporting to ensure customer visibility into the contract performance.*

Project Manager (PM) will monitor the baselined schedule through Project Status Review and Milestone Review activities identify changes to project schedule elements that come in through the change request process or notifications with review and evaluate the changes with the project team. The project team analyzes the impacted tasks and identifies alternatives to see how they affect Scope, Schedule, or Resources. If the impact exceeds the boundary conditions agreed to by management, then the project manager will use the corrective action process and review any plan changes with management for approval. If the change is within the boundary conditions agreed to by management, then the Project Manager may implement the change as necessary without management approval. If the change exceeds the schedule boundary condition agreed to by management at project commit or a subsequent management review, the new project schedule must be approved by management and re-baselined. A record of the approval will be recorded and saved in the project's records repository.

The Project Manager will continuously monitor the critical path of the project. In the event of schedule delays, he will use techniques such as fast tracking or crashing the schedule to minimize impact on the end date.

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SoftHQ will provide detailed status reports of which will include accomplishments for the week and plans for the following week. The Project Manager as part of the status reports, will provide earn value to assess program success and to provide cost and schedule risks associated with completing and meeting task objectives. The capability to do this assures the State will get technical, cost and schedule information report on monthly basis in any format or level of detail that they deem useful for decision-making (**Exhibit 9**).

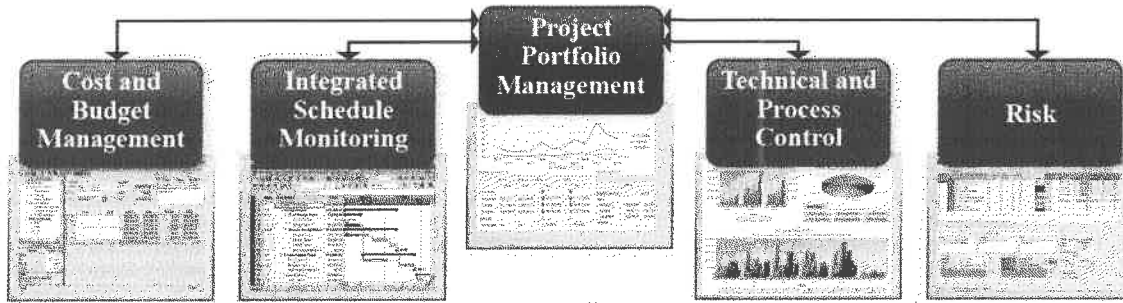


Exhibit 9: Proven SoftHQ Reporting Mechanisms are in Place. *SoftHQ management will provide concise reports and management graphics with performance metrics.*

SoftHQ will maintain a fully collaborative team environment that ensures complete understanding by all members of the team. All SoftHQ personnel at sites remote to the State PMO will have secure web access to our management tool sets. They will get e-mail alerts and status changes automatically. Weekly, there will be a status update meeting via an electronic bridge to ensure effective communication between all teammates. The SoftHQ President will maintain regular communications with our subcontractors, Contracting Officer (CO), Contracting Officer Representative (COR) and other State Management Personnel.

SoftHQ will meet all conditions and requirements under the statement of work. Any required reports, daily scheduled status meetings, or ad hoc events will be met. The PM will maintain, verify and submit invoices to the COR. The COR will be given the daily work status and updates on Service before daily meetings and related problems will be discussed to resolve, if any. All modifications to the minutes of meetings (MOM) documentation will be approved by the COR.

SoftHQ will participate in the review meetings and provide relevant information in order to discuss and document its performance. The performance reports will become part of the contract file with the results forming in large part the basis of the State's decision. SoftHQ will extend full support and efficiency in meeting the Services Level Agreements (SLA) specified. During the performance review meetings, SoftHQ will discuss quality improvements that can be made, performance issues like SLA's not met and so on proactively with the State representative to take mutually agreed decisions in good faith and to resolve any differences.

We will establish the following communication events (**Exhibit 10**) for the State Program.

Deliverable	Status
Monthly Reports	<p>The PM shall provide monthly written status reports to the President, State PM and other Management Personnel. The reports shall include the following information tracked against the Program Management Plan:</p> <ul style="list-style-type: none"> Summary of tasks completed in previous month Summary of tasks scheduled for completion in the next month Summary of issue status and resolutions

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Deliverable	
Monthly Program Review Meetings	These status meetings are held at least once per month and are coordinated by the PM, President, State PM, COR and Subcontractor Representatives. Every member of the management team and others (as designated) participates in the meeting. The PM sends the status report to each member of the team prior to the meeting time so everyone can review it in advance.
Bi-Weekly Program Team Status Meeting	Program initiation requires that these status meetings are held every other month. Key Management and Technical Personnel will be invited to participate in the meeting. The PM sends the status report to each member of the team prior to the meeting so everyone can review it in advance.

Exhibit 10: SoftHQ's Program Communication Plan for State Contract. *SoftHQ will maintain an effective communication plan and will have open door communication policy for the contract term.*

2.2.2 Response Plan to Task Order (TO) Proposals

SoftHQ understands the importance of proper, effective, efficient and capable Task Order management – we have invested time and resources in it to attain our CMMI ML5 appraisal and utilize it on all of our projects and tasks. Effective and efficient management results in improved efficiency, the highest quality of services and products and continuous process improvement. The below **Exhibit 11** summarizes our TOMP features and benefits to the State.

Feature	
Aligned with SoftHQ's ESM	<ul style="list-style-type: none"> Enforces staff compliance with the State policies and procedures Facilitates adherence to ITIL V3 and CMMI standards and best practices Leverages existing processes for immediate access to process improvement Facilitates identification of quality and innovation initiatives to drive improvement
Tailored for Collaborative Operations	<ul style="list-style-type: none"> Ensures leadership on personnel, strategic recommendations and innovative solutions Maximizes business process efficiency with standardized deliverables and documentation Facilitates cross team collaboration to foster efficiency, achieve high customer satisfaction
Ongoing Improvement and Focus on Task Order Performance	<ul style="list-style-type: none"> Maximizes productivity gains through skill enhancements or process re-alignment Offers a way to achieve higher performance standards and visibility into performance through a performance dashboard through discrete, ongoing focus of SLRs
Automated corporate tools for Task Order Management	<ul style="list-style-type: none"> Ensures accurate invoices and reporting of costs by tasks and sub tasks The implementation of EVM and WBS into the timesheet system ensures reporting for major projects as required by the COR and CO Enhances accuracy of schedule reporting and cost variances across tasks

Exhibit 11: SoftHQ's proven Task Order Management Methodology

2.2.2.1 Methodology

Our proposed Account Manager (AM), Mr. Kranti Ponnam, will provide the management that is required for the correct development and execution of the Temporary IT Staffing contract and the management of the TO organization and resources. Following our CMMI ML5 processes and procedures will allow us to deliver the most skilled, qualified and cleared personnel to the State – in a cost effective and timely manner. SoftHQ will utilize our PMBoK based management approach, conforming to our CMMI ML5 processes, to execute on the implementation, manage the resources and deliver the desired services, and deliverables. These approaches, techniques, plans and metrics are all provided in the TOMP – including the Monthly Status Reports and Monthly Financial Reports and personnel assessments.

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SoftHQ's uses a unified and fully compatible suite of automated tools to maintain timely delivery of Task Order management services within budget. In addition to our standard corporate tools, SoftHQ will leverage the State's existing tools to manage and track projects and activities and provide a centralized area for customers to track project and activity status. **Exhibit 12** below identifies tools used by SoftHQ as part of the service management process:

Technology/Tool	Benefit to the State
SharePoint Portal	One access point for all management tools, providing an online, real-time dashboard view of contract performance, cost, and schedule data, allowing SoftHQ and the State management contract visibility at all times. SoftHQ will provide this tool at no additional cost to government.
Microsoft (MS) Project	SoftHQ uses MS Project to manage and track the schedule engine, WBS, performance measurement/baseline, and variance reporting
Deltek GCS Premier	SoftHQ uses Deltek GCS Premier for cost accounting. Deltek GCS Premier is a robust, easy-to-use contractor accounting software that manages corporate finances and project accounting, while also reducing operating costs and expensive risks. Because the application is compliant with DCAA and other government requirements for cost accounting systems, GCS Premier can meet the financial management and audit needs of even the most demanding government contractor
Quality Management System (QMS)	SoftHQ's Quality Management System (QMS) is registered to the International Organization for Standardization (ISO) 9001:2015 standard and appraised at CMMI Maturity Level 5. This QCP guarantees the application of the processes tailored from SoftHQ's set of standard practices according to the organization's tailoring guidelines, and contributes work products, measures, and other process-improvement information to the organizational process assets

Exhibit 12: SoftHQ's Program Management Tools

2.2.3 Task Order Management Plan

Below **Exhibit 13** illustrates SoftHQ's proposed and proven TO Management Plan.

2.2.3.1 Initiation

AM will review Task Order's scope, plans, documents and processes/procedures and meet with the State's key stakeholders to determine the aspects that should be retained and incorporated into our Task Order Management Plan (TOMP). He will then complete, deliver, review and update (as required) a composite TOMP (old plus new) that reflects the detailed approach to accomplishing the project objectives and a work plan that defines the schedules, milestones and deliverables and organizes and establishes planning costs, resources and performance metric baselines.

2.2.3.2 Planning

SoftHQ's AM and senior management will jointly review the TOMP and it will be presented to the State for approval. The Team then provides the resources (labor and corporate resources) for project fulfilment. Modifications or corrections to the plan are on-going throughout the task life and when they are identified, they will be resourced and implemented by AM and the team without jeopardizing the task.

2.2.3.3 Execution

Our AM and the project team will perform the work, managing technical, cost and schedule performance, controlling and reporting status and identifying and mitigating risks. AM will conduct TO status reviews using standardized reporting mechanisms to chart the work's progress. AM will also submit task documentation for corporate financial and technical review. Financial

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status reports will be adjusted to reflect the most accurate up-to-date accounting of the project funds and provide input to the EVM calculations.

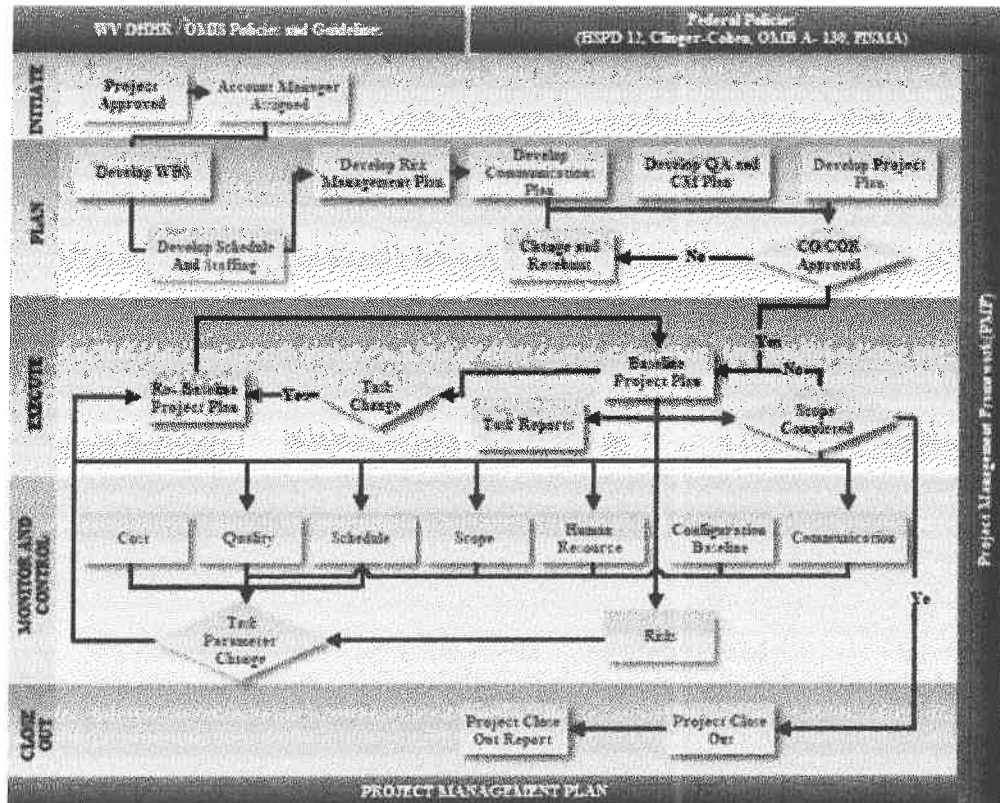


Exhibit 13: Graphic interpretation of SoftHQ's proposed and proven TO Management Plan

2.2.3.4 Monitoring and Control

SoftHQ's Accessibility and Usability Test Engineer (AUTE) will provide QA to evaluate the conduct and quality of work and deliverables and performance basing the mutually agreed upon TOMP as the benchmark, objectives and milestones. The UATE will report to AM and changes will be made, as required, in the TOMP to reflect and implement QA based recommendations. The UATE and AM will review all deliverables and the UATE will collect, analyse and utilize the task's performance metrics to support a Continuous Process Improvement Plan (CPIP).

2.2.3.5 Close-Out

Post the tenure of Base Year plus Option Years, SoftHQ will provide at least 30 days or as directed by the CRFQ/CO/COR of transition-out to ensure sufficient overlap and knowledge transfer.

2.2.4 Methodology for Reporting Issues

SoftHQ conducts issue management to increase the probability of TO success by controlling threats to program objectives. Issues include potential problems or threats that could affect the TO's ability to meet its operational capability and any performance, technical, cost, schedule, financial, or other objectives. Our entire team uses standard SoftHQ tools to facilitate the issue/issue management process:

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- Issues and issues are stored in the SharePoint-based issue register to capture and evaluate issues and develop mitigation plans
- Analysis worksheet reports on open issue statuses are included in the program's regular status reporting
- A quantification matrix is maintained for determining issue exposure and priority

Potential management-related issues and their associated mitigation strategy are further detailed in **Exhibit 14**.

Issue and Mitigation	Impact After Mitigation
Issue: Employee turnover results in the loss of program knowledge and negatively impacts project schedule, quality and hinders cross-functional innovations and efficiencies Mitigation: Through continued utilization of the SoftHQ retention program, which retained 99% of employees in 2015, we provide low turnover. Our benefits and compensation plan are designed to ensure that all employees are motivated to perform the work. Management staff, including team leads, project managers, and program managers, are responsible for constantly monitoring employee morale and motivation.	Manageable
Issue: Well-qualified personnel with proper skills and experience are not provided Mitigation: SoftHQ delivers experienced managers and key personnel immediately upon award and commits to hiring 20% or more qualified preferred incumbents.	Negligible
Issue: Undefined teaming relationships with no clear lines of communications or authority result in inefficient response to contract requirements and poor performance Mitigation: SoftHQ has strong subcontracting relationships in place with its teaming partners to ensure an efficient response to the contract requirements. Each teaming partner has been assigned a primary service area within which it operates. SoftHQ leverages our collective resource reach-back to meet contract needs.	Negligible
Issue: Multiple initiatives issued occurring concurrently under the TO program result in poor contract performance due to inability to handle surge in activity Mitigation: Our ready pipeline of qualified staff and surge resources, priority decision process, Integrated Master Schedule, and Integrated Project Board continuously monitor and ensure readiness to mitigate surge issue.	Negligible

Exhibit 14: Mitigation of Issues. *Early identification and mitigation of issues minimizes program impacts*

2.2.5 Methodology for Resolution of Poor Performance

To avoid, mitigate, and resolve poor performance and to ensure we meet the performance standards identified in the CRFQ of a TO and provide the high-quality support the State requires, SoftHQ tailors its ISO-compliant ESM-Performance Management to the specifics of the TO environment. Our TO Performance Management documents SoftHQ's approach to building quality into every task and deliverable, for verifying and validating process and solution quality and for identifying potential process or quality improvements. Our Performance Management includes the quality activities, checklists, and documentation that SoftHQ uses in executing each TO task. Our rigorous Performance Management includes the following key features:

- Initiates at receipt of CRFQ and continues throughout the entire life of the task order
- Undergoes constant refinement/improvement, incorporating lessons learned from this and other efforts
- Is incorporated into new-hire onboarding and training of new task personnel
- Provides methods for accessing qualified resources, including reach-back to our strongest SMEs

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- Actively solicits and incorporates the State's feedback throughout all task efforts
- Evaluates effectiveness of task results and validates that original objectives are met using Earned Value
- Serves as a cornerstone of our overall delivery model

To resolve poor performance, our quality planning occurs in partnership with the State, as their leadership plays an active role in the finalization of the Quality Control Plan (QCP) and its tailoring to meet specific TO's scope of work requirements. The QCP specifies the surveillance, inspections, and controls necessary to achieve specified levels of quality and identifies the personnel, procedures, controls, records, and forms to be used. It provides a systematic method for identifying, tracking, and resolving quality issues throughout the acquisition lifecycle and identifies the processes and tools required to execute the plan. Our QCP operate in 3 phases: Planning, Monitoring and Control and Close-Out. **Exhibit 5** below identifies key features of our QCP by phase.

2.2.6 Reporting

SoftHQ will develop and deliver monthly reports to the CO no later than the 10th business day after the reporting performance period. We will brief the key stakeholders of the State on the monthly reports to solicit their feedback and maintain open lines of communication. SoftHQ will identify and track prior and projected progress and activities, anticipated difficulties, issues, task order funds expended, recommended improvements/solution options, earned value management (EVM) metrics, and financial reporting to provide the State with a complete understanding of our activities and contributions. Our monthly reports will also include an issues log that defines potential risks, dates identified, responsible parties, recommendations for correction, and current statuses.

A Performance Measurement Baseline (PMB) will be prepared by the SoftHQ's AM monthly. Once the PMB is prepared, the information is used to calculate the Budgeted Cost of Work Performed (BCWP). SoftHQ will adapt the status reporting process from the contract PMP framework for task orders and provide monthly status reports (MSR). These MSR will include ordering activity (the total number of orders completed, in progress during the month), strategic sourcing (shall include synopsis of the data that supports consideration of the initiative with anticipated savings and benefits identified), personnel information and milestones accomplished, deliverables provided, staffing issues/vacancies, performance against agreed-to SLAs, and other relevant management action items. A detailed monthly financial reports (MFR) will also be included for the portions of work under this task order.

2.2.7 Deliverable Management

SoftHQ will deliver the mandatory deliverables such as skilled and cleared personnel and others within the defined timeframe by the government. The AM will be responsible for the delivery of the mandatory reports and deliverables to the State. The deliverables document describes the format, level of detail, approach, applicable standards, and specific acceptance criteria for the deliverables ensuring the project and contractor have a common understanding of the deliverables prior to the contractor beginning work on the requirement. Deliverables document may be waived for certain repeatable deliverables, such as monthly status reports, monthly financial reports and post award conference. The appropriate PM or Task Order Manager (TOM) approves the deliverable documents. Below **Exhibit 15** provides our deliverables process.

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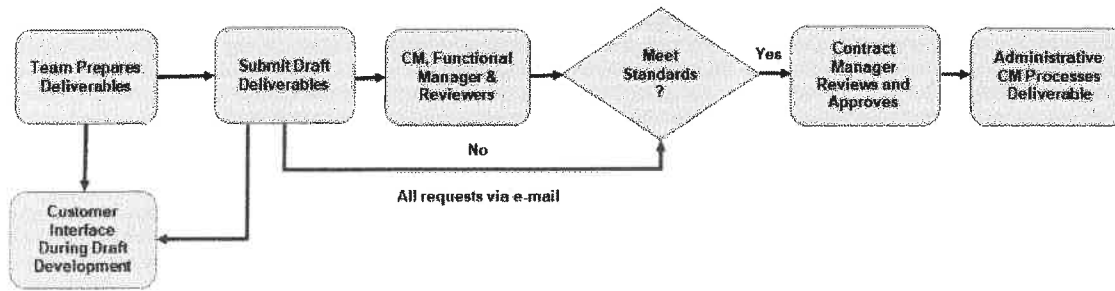


Exhibit 15: SoftHQ's Deliverables Management Process

The Scope of Work (SOW) describes the specific submittal requirements (e.g., number of copies, submission method, and media) for each deliverable. The AM logs the deliverable, opens an action item to track the deliverable review, and sends an email notification to the AM, PM, TOMs, and other relevant stakeholders of the State. The AM forwards documentation of the deliverable with a Deliverable Transmittal Sheet to the State and assigned reviewers. The transmittal sheet indicates the date received, the date reviewed, comments, number/document location, who is authorized to approve the deliverable, and a signature line. The contracts, project, and quality management staff work together to collect and analyze metrics that are used to monitor the deliverable process effectiveness and performance. Contracts may require individual quality plans and metrics. Our corporate Quality Management Plan is also utilized to monitor and improve project processes. SoftHQ uses CMMI processes to manage the project schedule and change control, EVMS to manage the Control Accounts, and project budget and schedule, and quality assurance process to evaluate and manage compliance with the contracts.

2.2.8 Subcontractor Management

SoftHQ's President, Mr. Kranti Ponnam, will be in charge of subcontractor management. Mr. Ponnam will be responsible for ensuring complete flow-down of the State prime contract to the subcontracts executed after contract award. SoftHQ is responsible for ensuring that all schedule, budget, and technical compliance requirements are satisfied. Beyond the fulfillment of contractual requirements, SoftHQ ensures that the State has a single point of contact for technical and contractual questions and concerns. SoftHQ staff and the subcontractor staff comprise a fully integrated team beginning at contract award; the team's efforts are synchronized to customer requirements and the team performs as a seamless unit. The Program Manager has the authority to manage the day to day activities of all personnel. The PM will ensure that at no time do personnel represent themselves as Government employees. The PM will also monitor personnel performance and begin the corrective actions necessary to get non-performing personnel back on track.

2.2.9 Resource Management

SoftHQ has several mechanisms in place to assess and enhance the technical competencies of our staff. We will conduct a thorough technical interview, conducted by the experts from Corporate PMO along with the soft skill interview conducted by our President. This analysis will result in securing a highly competent technical staff for the State's Temporary IT Staffing program. The results of the interviews will be collated in the form of staff skill set matrix. The skill set matrix rates technical and soft skills for every individual at the contract level and corporate level to maintain the minimum competency required for the contract. We will ensure 100% resource utilization and maintain critical team skills through effective cross training and using resource

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management techniques contained in PMI standards. We will prepare resource calendar and monitor resource utilization through our timesheet management system. The integrative nature of the contract requires us to be agile and manage our resource to meet the State requirements and we will do it through use of tools such as MS Project and Timesheet system.

2.2.10 Schedule Management

SoftHQ will perform integrated schedule management for the State's Temporary IT Staffing contract. All tasks will follow our best practices for schedule management, and we will create a detailed schedule using MS Project. The task schedule will be summarized in the program schedule and based on the task performance, the PM will provide a monthly forecast of work to be performed, and future tasks planned in his Monthly Status Report (MSR). SoftHQ's schedule management approach is shown in **Exhibit 16**. The schedule management is based on our schedule management process defined in the Quality Management System (QMS). For each project, after the project kick off, the Program Manager will follow these steps to create the project timeline. Our Schedule Management process involves Estimating Project Timelines, Activity Definition, Activity Sequencing, Activity Estimating, Schedule Development, and Schedule Management and Control.

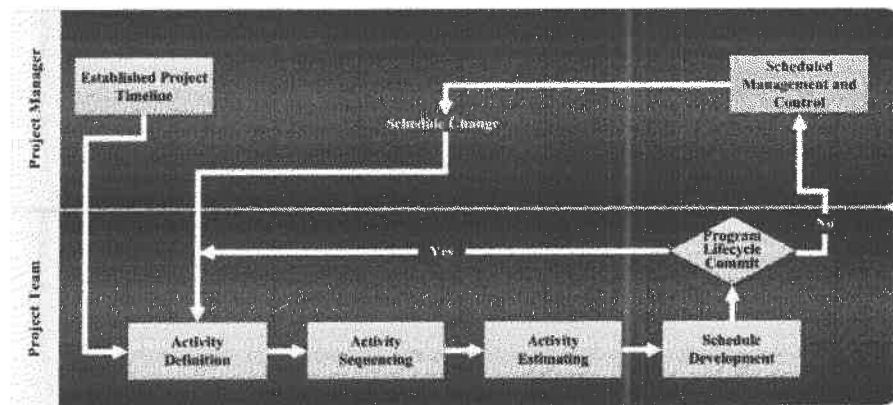


Exhibit 16: Schedule Management Process. *Our integrated schedule management processes result in accurate schedule generation and reporting during the project lifecycle. We are able to provide integrated project schedule using our schedule management processes.*

2.2.11 Risk Management

SoftHQ's risk management approach is proactive and focused on identifying risks and issues early, ensuring sufficient management attention on potential issues before they become problems to avoid costly resource and schedule disruptions. To identify, avoid, and mitigate risks across the entire State's Temporary IT Staffing program, we designed and tailored an effective and efficient risk management approach, that will be aligned with the State's RMF, based on a disciplined adherence to principles from the Project Management Institute.

SoftHQ will integrate risk management throughout the State's Temporary IT Staffing management processes by openly and directly managing risk. Based on our experience supporting various IT Staffing contracts at state agencies on similar engagements, we identify risk areas to be tracked, mitigated where possible and monitored. Project team leadership will readily communicate risks and issues that may affect, or have affected, the project through the use of the proven communication methods.

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Managing risk through rigorous quality control is a key tenet of the SoftHQ's approach to meeting the State's Temporary IT Staffing objectives. SoftHQ implemented an ISO 9001-based quality management system to achieve a highly reliable level of service delivery that conforms to customer and applicable statutory and regulatory requirements. SoftHQ quality system is a key element in our ability to manage cost and schedule risks; meet performance objectives; and enhance customers' and other stakeholders' satisfaction through delivery of improved services. For the State's Temporary IT Staffing program, SoftHQ's AM is accountable for successful implementation of the SoftHQ's risk management strategy and Quality Control Program. We will regularly review risk management and quality control measures, and risk management and quality control are key agenda items for the formal In-Process Reviews that SoftHQ conducts on each major program quarterly.

2.2.11.1 Risk Management Process

SoftHQ uses a risk mitigation methodology integrated with project and performance management to predict potential problems before they occur. Our experience on programs of similar scope indicated that risk management is most effective when the process is embedded into our corporate and task management approach, and centrally available on-line to inform all program areas and stakeholders. Our approach incorporates a five-step continuous process as illustrated below:

- **Risk Identification.** Identify the potential risks that may occur during the reporting or review period and plan for their mitigation
- **Risk Analysis.** Analyze the risks, documenting each detail into the effect of the risk and the triggers that may result in the risk influencing the project
- **Risk Mitigation.** Prioritize the risks by determining the likelihood of the risk occurring and the potential effect of the risk on the project. After determining the effect, prioritize the risks and focus the project team on those with the highest likelihood of occurrence and highest effect
- **Risk Tracking.** Plan and document what step the team will take to manage the risk to avoid, mitigate, transfer, or accept the risk's impact
- **Risk Mitigation Plan Implementation.** Deploy and monitor the plan, and update the overall approach every month

Risk Registers are maintained for each Task but are posted centrally so that AM can review and remain informed of identified risks across the enterprise. We will conduct weekly reviews and analysis of technical, programmatic, cost, staffing, and schedule risks. We document and track all identifiable risks or issues from point of discovery through risk resolution on our on-line risk tracker matrix.

We document and manage risks consistent with PMBOK best practices. SoftHQ's risk tracker includes categorization of risks, detailed description, identification of the risk "owner", a probability scoring and impact scoring to weight the severity of the risk to prioritize mitigation resources and escalations. Once logged, the risk owner is required to document a detailed risk mitigation, and status actions taken as well as impact and probability adjustments weekly as part of each Task's risk review process. Managing this data on-line allows us to inform across teams and stakeholders and maintain an audit trail of mitigation activities for lessons learned and enterprise level risk analysis.

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2.2.11.1.1 Risks Identification and Risk Mitigations

Our experience has shown that the most significant risks are inherent within program transition, program change requests, completion of major milestones or deliverables. We have prepared an initial risk register input for the State based on our experience leading other large programs for our customers. Below **Exhibit 17** explains SoftHQ's mitigation plan for potential risks.

Identified State Risk	
Inability to meet transition schedule	SoftHQ delivers a well-defined transition plan early in the transition process for CO review and approval
Qualified personnel not available on contract start date	SoftHQ's identified qualified personnel who are committed to being available on the Day 1 of project start
Delays in staffing because of clearance issues	The experienced security team is assigned to assist the transition manager, and our detailed Transition Checklist and schedule account for this lead time on a critical path
Loss of intellectual capital and institutional experience	SoftHQ uses a combination of highly qualified personnel and KTPs to reduce learning curves and risk
Loss of mission continuity	SoftHQ ensures administrative actions, such as Common Access Card (CAC) renewals, security clearance administration, weapons authorization packets, SPOT database updates, and reflect the new contract
Inability to provide additional skilled, cleared personnel immediately to meet surge requirements	SoftHQ already identified qualified candidates, who are available immediately and committed to joining our team should it be awarded. Should unplanned surge requirements occur, our team searches our skill database to identify qualified resources from our team quickly
Difficulty engaging coordination and cooperation among the State and other development contractors	SoftHQ establishes formal Memorandums of Understanding (MOUs) with each contractor program manager that detail the terms of interdependency and requirements for coordination and interoperability. Our AM has experience working in similar multi-contractor environments
Difficulties coordinating stakeholder communication among a geographically disperse team and customers	SoftHQ uses multiple media within a defined Communications Plan to facilitate communication among all program stakeholders
Potential OCI Concerns	SoftHQ's Subcontracts Team monitors task areas for potential OCI concerns. If a concern is identified and/or arises, the Subcontracts Team will work in collaboration with the applicable Subcontractor(s) to execute a tailored OCI Mitigation Plan to specifically address the work to be performed and the demonstrated conflict of interest

Exhibit 17: SoftHQ's proposed Risk Mitigation Process and Strategy

SoftHQ manages issues and problems with the program using its risk management model. The risk management model, shown below, consists of 5 phases. The phases are Identify, Analyses, Plan, Track, and Control. This process will allow the State Program management team to develop the initial risk management plan. Additionally, the risk management plan will be reviewed on a periodic basis with monthly program meetings and quarterly program reviews. The primary activities associated with the Risk Management Plan include:

Risk Identification: The Account Manager will constantly identify risks during different phases of the program. SoftHQ has created a risk identification checklist for comprehensive risk identification in the program. The various sources for identification of risks include risk checklist,

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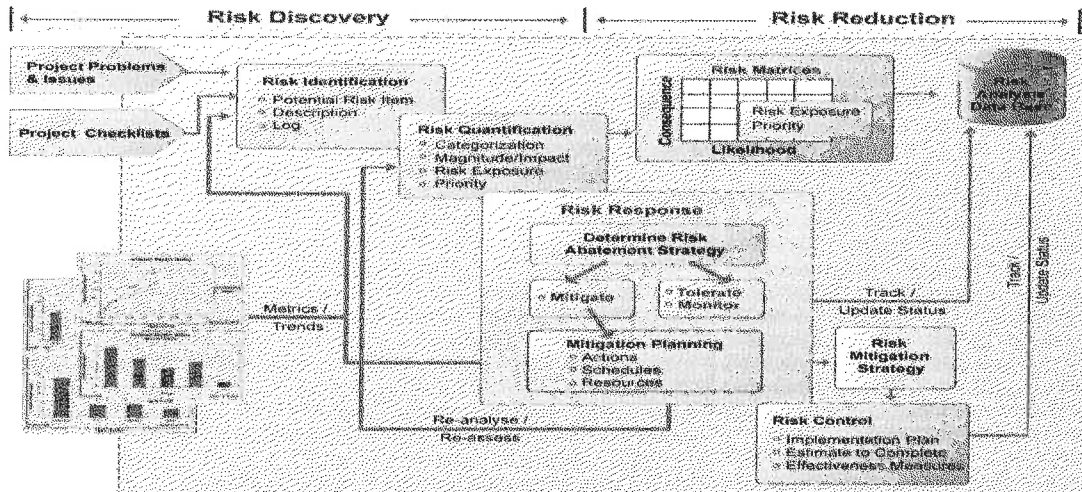
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program assumptions, project assumptions, SoftHQ risk repository, program and project performance, stakeholder analysis results, and technical environment analysis results.

Risk Analysis: We will analyze all identified risks and assess their impact on the program and project deliverables. We will perform qualitative and quantitative analysis on the risks to assess their complete impact on the deliverables. The qualitative analysis will result in the ratings of high, medium, and low for every risk. Each risk with high and medium impact on the deliverables will be quantitatively analyzed and then categorized into different categories such as program, development environment, and contractual risk based on our risk checklist. Each risk will be assigned an impact rating and priority. The risk exposure will be calculated based on impact and risk priority.

Risk Planning: The response for risk will be planned by the Account Manager. The risk response will include risk mitigation and risk contingency plans. The Account Manager will identify risk owners, responsible for monitoring the risk exposure during the program lifecycle. We will identify a risk abatement strategy for risk planning. Based on this strategy, we will either mitigate the risk according to the risk management plan or tolerate the risk.

Risk Tracking and Risk Controlling: We will track and control the identified risks by constantly reviewing risk impact and probability of occurrence. The risk owner will be responsible for tracking the risk and initiating a risk review during project team meetings. Based on the inputs from the risk owner, the account manager will verify the risk exposure. If the risk exposure exceeds the threshold limit, the account manager will initiate the mitigation plan. After successful mitigation of the risk, the risk will be posted to the risk analysis database on the SoftHQ intranet.



To avoid, mitigate, and resolve poor performance and to ensure we meet the performance standards and provide the high-quality support to the State, SoftHQ tailors its ISO-compliant Enterprise Service Management (ESM) – Performance Management to the specifics of the future job description environment. Our work order Performance Management documents SoftHQ's approach to building quality into every job description and deliverable, for verifying and validating process and solution quality and for identifying potential process or quality improvements. Our Performance Management includes the quality activities, checklists, and documentation that

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SoftHQ uses in executing each job description. Our rigorous Performance Management includes the following key features:

- Initiates at receipt of job description CRFQ and continues throughout the entire life of the task
- Undergoes constant refinement/improvement, incorporating lessons learned from this and other efforts
- Is incorporated into new hire on boarding and training of new task personnel
- Provides methods for accessing qualified resources, including reach-back to our strongest SMEs
- Actively solicits and incorporates the State's feedback throughout all task efforts
- Evaluates effectiveness of employee results and validates that original objectives are met using Earned Value
- Serves as a cornerstone of our overall delivery model

2.2.12 Reporting

As part of our overall management approach, all team members are required to contribute to a weekly status report, either individually or by providing input to AM. These are compiled into a weekly status report summarizing the major accomplishments, progress, issues, and risks related to each specific task area. Project status reporting is coordinated through the SoftHQ portal built on SharePoint and consolidated at the program level for review and oversight by our AM, Mr. Kranti Ponnam, and the State leadership. These weekly status reports will be summarized into the required bi-weekly Activity Reports and monthly status reports such as the Performance Summary and Cost Status Report. Monthly reports for each task will be provided to the COR and a contract centric report for the CO no later than the 10th day of each month covering the month preceding the submission date. SoftHQ will adhere to the Reporting deliverables, at a minimum, as illustrated in the below **Exhibit 18**:

Performance Objective	Performance Standard	Acceptable Quality Level	Method of Surveillance	Initiative (Positive and/or Negative Impact on)
Deliverable Timeliness	All deliverables are submitted within the time frames specified	Meets the standard 97% of the time.	Monthly inspections, random observations	The COR will use the Federal Awardee Performance Integrity Information System (FAPIS) to report negative and/or positive contractor performance prior to the renewal of each option year.
Deliverable Quality	All deliverables are complete & accurate with no major omissions	First time acceptance of reports with no major errors or omissions.	Monthly inspections, random observations	
Qualifications of Personnel	Contractor personnel meet all applicable educational, skills, experience, and certification requirements	Pass/Fail	Random observations	
Quality of Performance	100% accuracy on tasks	Meets the standard quality and shall never fall below 95%	Random observations, Client Complaints	
Timeliness of Personnel	Personnel are required to be punctual	Pass/Fail	Random observations, Client Complaints	

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Exhibit 18: SoftHQ's Program Management-Investment Management Support Performance Metrics and Reporting

2.2.13 Metrics

SoftHQ knows that establishing the right metrics is critical to organizational success. Our methodology is based on defining meaningful metrics for the State program and working closely with the State to establish the appropriate thresholds or targets with clearly defined and measurable criteria. We will adhere to the established performance metrics, measure performance on-going, and hold our teams accountable to deliver against those expectations consistently. Each Task will define and maintain their own set of performance metrics, consistent with the scope of work on the task, and approved by the State. Based on our experience managing other large contracts, our Account Manager will – at a minimum - monitor the following metrics (**Exhibit 19**) across the contract on at least a monthly basis, and cumulatively over the life of the contract:

Metric	Definition	Proposed Threshold
Customer Satisfaction	Measure of customer feedback for the State staffing services performed, based on random anonymous on-line survey	<90% rating of Good or Exceptional
Retention	Percentage of employees remaining on the program as calculated by $(1 - \# \text{voluntary attrition} / \# \text{SoftHQ staff}) * 100$	Baseline of 85%, target goal <90%
Time to Fill Vacancy	Cycle time in business days between posting or notification of a funded staffing requirement to time of submission for security processing	Baseline 20 days, target goal <15 days
On time Reporting	Percentage of monthly reports or other contractual reporting submitted on time	100% on time submission
Schedule Adherence	Completion of program milestones by agreed upon baseline, for services or deliverables measured in terms of schedule	95% adherence, with target goal of 100%
Cost Adherence	Delivery of services within specified baseline budget as measured by the variance of planned versus actual cost	<5% variance in any monthly period with 0% variance to EAC
Deliverable Quality	Contractual or agreed upon deliverable documents or solutions accepted by the State within one review cycle	100% acceptance within 1 review

Exhibit 19: SoftHQ's proposed minimum Program Metrics

Our AM is responsible for collecting, analyzing, and reporting performance monthly against the State metrics. They are supported by SoftHQ's Finance and HR/Recruiting teams and audited for validity by our QA Manager. A Task or team that is out of compliance with any metric threshold is required to document an action plan addressing remediation, including action, owner, and schedule for bringing performance back in line. Status of the Action Plans are noted monthly as part of our monthly reporting agenda.

2.2.14 Change Management

State's IT control require orderly and timely change management processes to optimize its existing IT assets. SoftHQ will use Harvest and CA tools for configuration planning, change control, status accounting, testing, and audits, along with the supports for long lead time look-ahead calendar that enables us to execute approved system changes (promotion deployments) with a higher than 95% on-time rating. The system helps maintain the integrity of CIs through automated release management process in which all desired components of a release must be checked into the tool before the release can be approved for production systems. Our method and approach for completing specific tasks. The CM approach is detailed in **Exhibit 20**.

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Tasks	
Manage configuration planning, change control, status accounting, and audits.	<ul style="list-style-type: none"> Use CMMI ML5 best practices for configuration planning and perform regular configuration audits to validate change control status of all CIs
Assist the State in determining the types of changes to the agency's systems that should be under configuration control	<ul style="list-style-type: none"> Collaborate with State stakeholders to assess changes to enterprise IT assets and identify candidate changes to be put under configuration control for improved system operations and services.
Test, validate, and document changes to State's enterprise IT infrastructure and IT systems according to the State's policies before implementing the changes on production systems	<ul style="list-style-type: none"> Maintain mirror test environment to test and validate changed to State enterprise IT infrastructure Perform impact analysis of changes in the test environment and validate changes to ensure that Tests results are documented, and issues are adequately resolved prior to production implementation.
Manage systems source code and related SDLC documentation for State	<ul style="list-style-type: none"> Ensure configuration control of the SDLCM documentation through clear identification as CIs and monitoring status of documents in the CM system through regular configuration accounting to minimize audit finding for major systems
Work with cross-functional teams in product deployments and software releases	<ul style="list-style-type: none"> Collaborate with IT development team, State teams and others for smooth testing of releases and subsequent release to production Develop acceptance criteria for the changes and ensure all released products meet the criteria
Participate in audits regarding State (including A-123 assessments regarding CM/QA) processes, policies, requirements, status, and findings	<ul style="list-style-type: none"> Provide documentation for audits and prepare systems for State's access during audit for State processes, policies, requirements, and status Conduct lessons learned meetings and close all gaps identified in a time bound manner
Track, manage, and update Configuration Change Requests	<ul style="list-style-type: none"> Use Harvest and other CA tools to track, manage and update Change Requests for all enterprise IT assets
Track problems and changes in documentation and software; Report changes and current configuration to CM/QA manager	<ul style="list-style-type: none"> Use remedy tools to track problems and changes in the documentation and software for Infrastructure and report them to the State team Use CA tools to track software problems and changes and report them to CM/QA Branch
Ensure Promotion Deployments are executed on schedule	<ul style="list-style-type: none"> Use BMC Remedy to ensure deployment packages are executed according to the schedule 95% of the time

Exhibit 20: SoftHQ's approach to meet specific task requirements. Our experience in large scale infrastructure contracts will result in meeting or exceeding performance on success factors for the State.

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2.3 Quality Control Plan

2.3.1 Purpose and Authority for this Plan

SoftHQ is committed to delivering high-quality transition, contract management, accurate and timely reporting, operations, and maintenance of State's in-scope applications, databases, and repositories. This will include:

1. Fact Finding
2. Design
3. Implementation
4. Training
5. Maintenance

Furthermore, SoftHQ has the human resources necessary to meet or exceed the customer's requirements and expectations. We will provide our services in a manner that promotes a sense of partnership with customers and that enhances contract performance, as shown in **Exhibit 21**:

<ul style="list-style-type: none"> ▪ Apply QA lessons learned from more than 10 years of managing complex and global Federal Government programs ▪ Apply team's knowledge and understanding of the State missions, environments, QA standards, and cultures 	<ul style="list-style-type: none"> ▪ Customer needs matched with the right mix of QA management tools, technical expertise, and skill sets ▪ Responsiveness to unanticipated, changing QA program performance requirements, or staffing needs
<ul style="list-style-type: none"> ▪ Assign Project Manager with superior experience in State project and QA task requirements ▪ Establish an accountable and empowered single point of contact (SPOC) and direct lines of authority 	<ul style="list-style-type: none"> ▪ Managers and staff anticipate QA needs and respond rapidly to customer mission requirements ▪ Transition of quality performers maintains continuity and program risk management ▪ Reduced program QA risk
<ul style="list-style-type: none"> ▪ Create measurements for monitoring and reporting QA performance ▪ Use performance standards and service levels (acceptable quality levels [AQL]/service level agreements [SLA]) jointly to meet State's needs ▪ Monitor performance and achievement against mutually agreed to QA standards ▪ Recognize achievement through QA performance measures across the team 	<ul style="list-style-type: none"> ▪ Ensured QA performance levels and customer satisfaction ▪ Facilitated QA performance improvements ▪ Fulfilled QA contract goals ▪ High morale and retention maintained among all project staff
<ul style="list-style-type: none"> ▪ Leverage mature, documented corporate-wide ISO 9001:2015-certified and SEI CMMI Level 5-rated policies and procedures 	<ul style="list-style-type: none"> ▪ Consistently high-quality services based on repeatable corporate and site standards ▪ Quality requirements seamlessly integrated with partners to provide a cohesive, well-functioning team ▪ Responsiveness to changing requirements, as well as, continuous improvement of processes and program performance
<ul style="list-style-type: none"> ▪ Manage all guidance, issues, assignments, and tasks through SoftHQ, who will serve as Single Point of Contact (SPOCs) for all employees, subcontractors, and company resources 	<ul style="list-style-type: none"> ▪ A single voice to the customer for all quality and performance issues
<ul style="list-style-type: none"> ▪ Promote continuous improvement in the areas of: <ul style="list-style-type: none"> ○ CM and inventory ○ Communication and report-sharing accessibility and efficiencies ○ Service delivery 	<ul style="list-style-type: none"> ▪ Improved mission effectiveness ▪ Clear and complete customer insight into mission and service provider performance ▪ Accurate status and visibility into all problem resolutions and technical assistance

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Exhibit 21: Features of SoftHQ QA Management Approach: Increased quality through standardized processes, defined outcomes and regular reporting

2.3.2 Quality Management System (QMS) Overview

SoftHQ QMS is the foundation of our success on all of our contracts. Our dedication to quality performance is embodied in our ISO 9001:2015 certified processes and our SEI CMMI Maturity Level 5-rated practices along with International Function Point User Group (IFPUG).

Our corporate methodologies are institutionalized in a QMS that clearly delineates procedures and work instructions that can be tailored to satisfy our diverse customers. Below **Exhibit 22** illustrates our QMS:

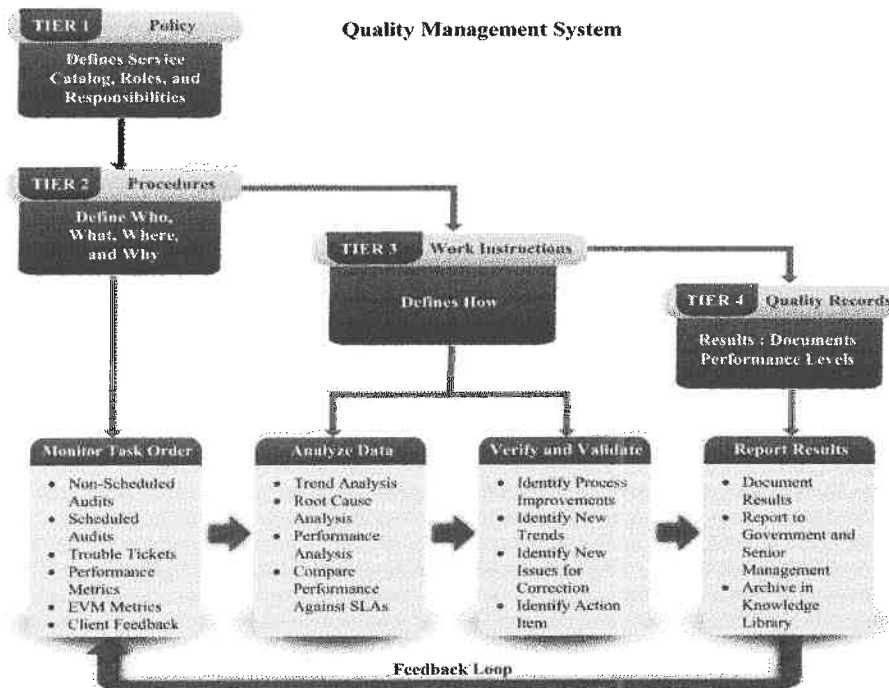


Exhibit 22: SoftHQ Quality Management System (QMS) and its Structure: SoftHQ QMS provides it with capabilities to successfully manage mission-critical contracts such as State's Temporary IT Staffing Contract: The underlying framework of our QMS has been developed using ISO 9001:2015, and CMMI ML5 and perfected by performance on similar Contracts

2.3.3 QA Methodology and ISO 9001:2015 Compliance

The Program will be executed by adhering to the ISO 9001:2015, and CMMI ML5 practices and guidelines. The QA Program is also based on the corporate QMS, which ensures performance at the levels outlined in the draft Quality Assurance Surveillance Plan (QASP) for State's Temporary IT Staffing contract and agreed between COR and SoftHQ.

Our ISO and QMS approaches guide the development and monitoring of QA requirements for each Scope of Work task; they support the performance standards and metrics that have been established for all State requirements.

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SoftHQ commitment to the State's Temporary IT Staffing program includes a singular, integrated team philosophy: all contractors working toward a common goal to increase quality of State's reporting and data collecting program. Each team member is subject to identical QA policies, procedures, quality levels, and reporting in their day-to-day work, regardless of company affiliation. Our singular, integrated team approach is designed to ensure a common service delivery and QA measures, foster team unity, groom both team members for success, and retain the institutional knowledge at State as a foundation of our success.

SoftHQ understands that our people are our most important asset - they are an integral part of our circle of success. This philosophy will be applied to the State's Temporary IT Staffing contract. Ensuring the full support and success of our customer's mission complements our own mission. We understand that our customers have choices, and when they select us, we know we have served them well. Therefore, we will consistently strive to exceed performance expectations.

SoftHQ is committed to providing the State with the best quality personnel and services as well as ensuring responsive support and a dedication to complete customer satisfaction. Our responsive, customer-focused organization unifies its actions under a Project Manager (PM), who will yield a cohesive, streamlined support team. SoftHQ Corporate QA Manager (QAM), (non-billable) who will provide guidance, oversight, and quality audit independence, will actively support the State's Temporary IT Staffing QCP program corporately.

The State's Temporary IT Staffing program will also be visible to SoftHQ Principal and Chief Executive Officer (CEO), Sindhura Thummalasetty, who will monitor our performance quality through sector reporting and internal quarterly reviews. Our President will conduct frequent field visits, including executive Quality Management Reviews and visits with State management and complete customer satisfaction surveys.

2.3.5 Roles and Responsibilities

SoftHQ staff is responsible for maintaining quality performance for State. The PM is responsible for oversight of all program activities. Given the scope and dispersed nature of reporting, we have organized our team to provide quality performance coverage to all State stakeholders. **Exhibit 23** summarizes program QC roles and responsibilities.

SoftHQ State's Temporary IT Staffing QCP Main Responsibilities	
Role	Responsibilities
Corporate QAM	<ul style="list-style-type: none"> Responsible to the SoftHQ PM for ensuring that all aspects of the ISO 9001:2015 and SEI CMMI Level 5 QMS are implemented and maintained Develops and maintains the QMS and supporting documents Defines and manages QMS document control activities Ensures that QA standards and best practices are being followed Ensures that SoftHQ's QA for the State's Temporary IT Staffing program QA meets industry QA requirements Establishes and maintains surveillance, measurement, and inspection programs to meet QA performance objectives and standards Conducts sampling QC reviews, assessments, inspections, and validates work and procedures Assesses non-conforming items and Government-identified deficiencies, and takes corrective actions and establishes methods of prevention Tracks the quality corrective action process and conducts follow-up activities Performs final QC inspections and approves deliverables, as required, with PM Obtains customer feedback and monitors customer complaints in a formal tracking system

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	<ul style="list-style-type: none"> ▪ Sets up and maintains QA surveillance and inspection activities to meet performance standards ▪ Collects QA and QC performance data from the various activities and designated staff members ▪ Collects data, measures performance, and prepares matrices; prepares and maintains objective evidence, reports, and records; and communicates quality performance and reliability metrics
Project Manager	<ul style="list-style-type: none"> ▪ Monitors operations and ensures performance standards ▪ Works with SoftHQ Corporate QAM to tailor the QA Program to State requirements ▪ Schedules and conducts verification of work performed and performs internal audits to assess compliance to QMS requirements ▪ Obtains customer feedback ▪ Evaluates, measures, and communicates performance metrics to State and government managers ▪ Performs final inspections and approves deliverables, as required ▪ Reviews and monitors QA and QC processes and procedures for compliance with requirements for staff and subcontractor activities ▪ Manages QA performance objectives and thresholds established by the contract ▪ Periodically inspects team QA performance and spot checks all areas of the program to ensure that established standards are met at all levels

Exhibit 23: Roles, Responsibilities of QA, QC Corporate, and Program Personnel: *SoftHQ proactively defines QA roles and responsibilities ensuring continual QA monitoring of tasks and contract performance*

2.3.6 Quality Control Approach

SoftHQ will use its QMS and proven performance monitoring process - a cyclic process designed to identify potential QA issues before they become problems (**Exhibit 24**). We will monitor and evaluate performance on daily phases as defined in the QCP. This provides a proactive approach to improvement throughout the project.

In addition to supporting all communication, reporting, deliverables, QA surveillance, and task performance requirements, SoftHQ QCP includes the following:

Annual Customer Satisfaction Surveys and Informal Customer Feedback: Face-to-face meetings between SoftHQ and State senior management will include surveys and customer feedback. We will conduct Monthly Status Reviews (MSR) with their staff to measure quality performance against the applicable QA/QC performance indicators and review customer comments received over the month. Any customer concerns will go directly to the PM.

All assessments will be recorded, briefed during periodic program reviews with State and SoftHQ internal program reviews for a program of this size and importance.

Formal Periodic Program Reviews: SoftHQ will also conduct formal quarterly status reviews with our senior management to review quality performance and discuss goals. This review process will help build a partnership with State management by eliminating surprises and by promoting a collaborative dialogue on issues, problems, and concerns regarding current and future workloads.

Employee Self-Assessments: With the information gathered in the MSRs and performance records, all our personnel will discuss employee performance against these defined measures during the annual employee performance review.

These reviews are reciprocal discussions, as the PM takes this opportunity to solicit employee feedback and to identify opportunities for improvement for the employee. As part of our Share Award Fee (SAFE) program, we reward our staff based on certain considerations, one of which is

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individual commitment to sustained achievement of monitored quality performance levels and desired outcomes.

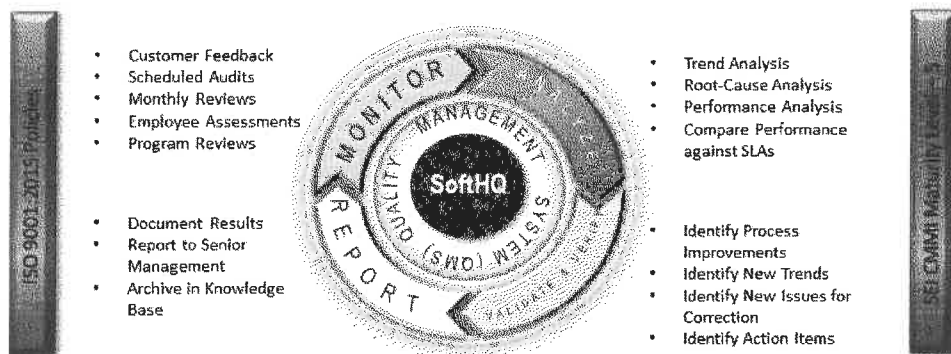


Exhibit 24: QA Performance Monitoring Process: *State is assured that SoftHQ successfully managed performance-based contracts using measurement methods and tools*

2.3.7 Maintaining Customer Communication

SoftHQ will communicate with State at all levels in its support for State managers and end users. Our intra-team communication is no less important, as it promotes cross-team sharing of lessons learned, common solutions, and effective, repeatable QA processes that may benefit each site. SoftHQ is committed to full and open communication with State's management, end users, and stakeholders across the program.

This communication will take place formally through regularly scheduled, In Progress Reviews (IPR), Monthly Status Reviews (MSR), and, less formally, through weekly status reviews (including weekly project reporting). Ad hoc meetings to discuss tasks and performance as the need arises over the course of the normal workday may occur as well. QA communication approaches will be included as part of our Program Management Plan's (PMP) Communications Plan, which includes the following:

Performance-Based Contracting Implementation: SoftHQ will hold orientation and training sessions for all program staff during transition. We will fully inform the State management of our contract QA performance management and QCP approaches as part of our project kick-off and transition of quality standards, processes, and responsibilities to our team's management and staff. We will also actively seek State's input and participation in finalizing our QCP, and we will support and collaborate with State to define the highest-value QA performance standards and metrics in the final QCP and QAP.

Monthly Quality Reports: SoftHQ will monitor quality performance and assess it weekly. We will also initiate a formalized monthly process to review quality performance issues. We will report in our IPRs, MSRs on attainment of QA and QC performance metrics and any other quality program issues that may have arisen during the month.

Semi-annual Assessment of Performance Metrics: SoftHQ will meet semi-annually with the Contracting Officer's Representative (COR) and other interested State parties to assess the applicability and validity of quality performance standards and determine whether metrics should be modified to reflect increased capabilities to meet quality performance standards.

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Audit Review Reports and Meetings: SoftHQ will conduct quality review audits each contract year. The PM will meet with the COR and other interested State parties to discuss the results of these audits and the corrective actions we will take to improve quality performance.

2.3.8 Tracking and Controlling the Work

SoftHQ QCP is designed to ensure that management and service delivery either meets or exceeds the requirements of the State's QASP. SoftHQ QAP, QCP, and PMP work breakdown provide an interconnected response to accomplish the State's Temporary IT Staffing objectives, track, and control the work to achieve consistent delivery of operational tasks, and meet the Scope of Work desired outcomes to agreed quality performance levels. The Scope of Work defines the work to be performed, and SLAs are used in developing quality performance metrics.

The PM will perform in-progress or conformance inspections as part of our QA and QC procedures. Our methods of inspection and performance thresholds will reflect the requirements outlined in the final State's Temporary IT Staffing's QAP. Formal audits for compliance verification will be coordinated with the SoftHQ corporate management. State's inspection results will be provided to the SoftHQ senior management.

2.3.9 Assurance of QA Performance Measures

The PM is responsible for planning quality into all deliverables, designs, plans, engineering solutions, reports, and reviews and ensuring quality staff performance in work areas by matching skills with job requirements and the technology architecture supported. The QAM will monitor the defined quality standards and metrics with respect to the State's Temporary IT Staffing's Performance Objectives based on the QCP. They also have the responsibility to identify and report unacceptable trends in quality performance to the State-cognizant representative, as well as the COR, and immediately act to define remediation actions or, if necessary, develop and put in place a corrective action plan.

2.3.10 Ensuring Timeliness of Performance and Deliverables

SoftHQ applies a structured approach to documenting and meeting its deliverables. At the beginning of each new task, our PM will establish program files, which include the QCP, PMP, nonconforming service reports, program reviews, monthly and weekly project reports, controlled documents list, resource assignments, customer communications, customer assessments, and internal support services agreements. Each of these items is a key element to the success of managing the contract.

After the contract award and kick-off meeting, the PM will meet with Government managers to finalize the content, schedule, and distribution of all communications and reporting, controlled document deliverables, and frequencies of updates. In accordance with our QCP procedures, the PM will oversee the development of all deliverables. They will undergo a quality check by the QAM to ensure that each one is concise, accurate, complete, responsive to the customer's needs, and correctly submitted to the COR. Any deliverables that the Government finds unsatisfactory or unacceptable will be corrected and resubmitted according to the Scope of Work-required timelines. The PM will maintain a program file in accordance with our QMS processes. This file will serve as a data repository for all contract documents, deliverables, reports, assessments, evaluations, and corrective action reports. This will provide a quick reference to critical quality documentation and versioning control. Contract modifications, task orders, and revisions to procedures and the QCP are also maintained by the PM as quality records.

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2.3.11 Maintaining and Enhancing the Quality of Work

Delivering Conforming Services with Minimal Government Oversight: SoftHQ performance management approach involves in-depth planning, frequent and transparent communication, constant and vigilant monitoring, incentivizing excellence, risk planning, and mitigation, and implementing immediate corrective action, when necessary.

By strict adherence to COBIT, ITIL v3, and CMMI ML5 best practices and State policies, SoftHQ will assure to deliver all tasks on time, within budget successfully, with a minimal amount of government oversight. Our personnel will integrate seamlessly with the government's team to accomplish the work that across State's Temporary IT Staffing Scope of Work areas, and our robust communication strategy will ensure that government project leadership remains engaged and informed every step of the way, rendering onerous oversight unnecessary.

SoftHQ will use the Performance Requirements Matrix (PRM) as a benchmark for conducting our inspections of the contract tasks. The PRM comprises the list of performance objectives and standards that apply to SoftHQ personnel. This matrix details the method of surveillance which the COR will use to validate and inspect performance elements. The COR will document the results of inspection of each element. The COR will evaluate SoftHQ performance in project management, Scope of Work technical requirements, open and clear communication, and specific work requirements as deemed fit by State's COR. To receive an acceptable performance rating, SoftHQ shall meet or exceed the allowable deviation for the performance requirement under evaluation.

Our centralized approach to "project and quality management" leveraged on our QMS facilitates continuous process improvement and ensures that all new contract staff learn from current and other similar contracts within the agency, thus the entire SoftHQ portfolio sustains Continuous Process Improvement (CPI). SoftHQ bases our approach to quality improvement on our proprietary operating model (Enterprise Service Management framework) and extensive experience gained from managing contracts in the public domains.

SoftHQ has made a conscious effort to redefine and improve our processes and continue to invest in reintroduce latest knowledge into our operating model. We follow a defined approach with distinct phases in the contract life cycle. This defined approach contains milestones for review and measurements. We leverage metrics to benchmark our performance on the contracts and identify corrective actions to improve our performance on the program and resulting tasks.

We recognize the benefit of periodic review of past incidents, statistical reports and processes to develop 'Lessons Learned'. As part of our ITIL-based processes, we incorporate technical and management reviews into our QA process to assist in improving our performance. Our aim is to take a proactive approach and take decisive moves to correct the inefficiencies before they affect service levels. By monitoring our established metrics and reviewing customer feedback, we gain knowledge of weaknesses and limitations and take remedial actions to correct them before they become issues.

In addition, our experience demonstrates that current and updated training and professional development is critical to having a high performing team. We provide our personnel with opportunities to obtain required certifications and training to excel in performance on the State's Temporary IT Staffing contract. Having the best-trained personnel gives us the State an edge in keeping commitments to customers/users for excellent customer satisfaction. SoftHQ will adhere to the deliverables listed in the Scope of Work of State's Temporary IT Staffing contract.

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2.4 Management Team

SoftHQ is a professionally managed company with Executives having more than 15+ years of experience in senior level management. Our management team is well conversant in working State and Local government agencies and has vast experience in identifying and staffing their complex Firm-Fixed Price, T&M, LH, and Hybrid projects and executing them to the fullest satisfaction of our customers and won accolades many a times. Our consultants are the key to our business and they provide us and our clients with proven success and expertise in terms of both domain and technical expertise that makes any project a huge success. **Please find below the details of our Corporate Reach-back Team, Key Personnel – Account Management Team and Recruiters assigned to this Contract:**

2.4.1 Chief Executive Officer: Sindhura Thummalasetty

Position Title: Principal/CEO (Corporate Reach-back)

Education: MBA

Responsibilities:

Staffing and Workforce Solutions to clients globally, Ms. Sindhura Thummalasetty oversees SoftHQ's operations ensuring production efficiency, quality, service and cost-effective management of resources. She is strategically focused with exceptional leadership skills and is very effective at building high-performance teams.

Qualifications / Experience:

Sindhura is one of SoftHQ's founding members and has over 15+ years of experience in executing IT projects and has significant expertise in staffing projects. She has experience working with various State projects since 2010. She was instrumental in development of our Software products and Evaluator (RFP Evaluator). She works from the Headquarters at San Diego, CA.

Years of Experience: 15 Years

2.4.2 Proposed Account Manager / President: Kranti Ponnam

Position Title: President/Account Manager (Corporate Reach-back)

Education: Master's in Engineering, Louisiana Tech University

Responsibilities:

Mr. Ponnam oversees SoftHQ's operations at the client site to ensure production efficiency, quality, service and cost-effective management of resources. He works to streamline internal processes and resources and to maintain a high level of customer service. He has expanded the company's service and product offering from a single service to a multi-language, multi-platform mix.

Qualifications:

Mr. Ponnam is an IT architect with more than 11 years of IT experience as a senior consultant, team leader and project manager. He is experienced and has demonstrated expertise in technology strategy, enterprise architecture, IT governance, business process management, software development, infrastructure architecture, change management and quality assurance. His core domains of expertise are in enterprise architecture and business architecture; he has supported

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solution architecture and proposal authoring for other organizations, and also takes on roles of Virtual Chief Information Officer (CIO), enterprise architect and technology architect.

Mr. Ponnam also has over 16+ years of experience in Account Management, Operations, and Customer Relationship Management & Business Development. He has extensive experience in ensuring the timely and successful delivery of our IT staffing solutions according to customer needs and objectives. He has proven experience in communicating clearly the progress of weekly, monthly, and quarterly status updates to internal stakeholders. He is skilled in heading various State accounts to effectively manage day to day operations and liaising with key State agencies to gather requirements and understand overall functioning of existing resources. He is well versed in managing, motivating and leading teams for running successful business process operations with proven ability of achieving Service Delivery/Targets. He is skilled in identifying and growing opportunities within account, collaborating with recruitment team to ensure growth attainment. He has strong experience in managing on-site consultants and responding to all questions or concerns and proficient in generating client monthly reports and delivering to government Program Management Officer. He possesses excellent skills in building and maintaining strong, long-lasting customer relationships.

Core Competencies:

- Full life cycle recruiting experience from requirement gathering to fulfilment
- Lead account manager for multiple staffing implementations at State, Local, and Federal contracts
- Extensive experience in reviewing, negotiating, and signing all company Non-Disclosure Agreement's, Teaming Agreement's and Subcontract's
- Proven experience in assisting in the creation and implemented a new company Contracts procedure, which allows for better company documentation, providing ease when it is time for PMO Reporting
- Strong experience in scheduling company meetings and schedule meetings between executives and clients and experience in maintaining the company's equipment log
- Proficient in managing collection, documentation and distribution of all hardware and software equipment and possess strong experience in maintain accounts payable and accounts receivable, invoices, personnel files, and company reports
- Experience in scheduling initial screening and follow-on interviews as needed
- Proficient in writing company Staffing Services Agreement and distributed to team so company may begin pursuing staffing efforts

Professional Certifications:

- SAP America certified Finance and Controlling Consultant
- SAP America training on Materials Management and Sales and Distribution
- SAP America training on Business Planning and Consolidation (BPC) (formerly known as Outlook soft)
- SAP Leasing Courses for Lease Accounting integration with CRM

Years of Experience: 15+ Years

2.4.3 Alternate Account Manager / Director of Recruiting: Hemant Joshi Neupane

Position Title: Director of Recruiting

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Responsibilities:

His current responsibilities include supervising our regional sales and delivery teams and directing a strategic recruiting and marketing plan designed to deliver results to our customers. Mr. Neupane has helped implement numerous onsite programs for clients.

Mr. Neupane is an IT professional with over 10 years of robust experience in Recruitment and Data mining industry including 9 years' experience in providing Direct/Indirect IT Recruitment/Sales customer support for US based clients. He has extensive experience in providing customer support services in staffing industry. He is skilled in accurately assess customer needs and concerns and documenting all information including name, contact information, issue resolution process etc. Build sustainable relationships of trust through open and interactive communication. Provide accurate, valid and complete information by using the right methods/tools. He holds expertise in the areas of Resourcing, Head Hunting, Internet Research, Rate Negotiation, Technical Support, and Establishing Processes. He is self-motivated team player with excellent communication and organizational skills with excellent interpersonal skills.

Core Competencies:

- Extensive experience in providing customer support in staffing and recruitment industry
- Provides customer service to clients through outbound calls, live online chat and email communications
- Drives and manages the entire support process by having excellent customer service skills, strong attention to detail, good verbal and written communication, clear and pleasant phone presence
- Well versed with the recruitment process i.e. starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing positions successfully
- Built sustainable relationships and trust with customer accounts through open and interactive communication
- Managed/monitored the project for customer support needs
- Mentoring team of customer support in developing a service-oriented attitude directed towards development and post-placement follow-up
- Ensures feedbacks from customer to further improve customer care
- Handles customer inquiries, complaints, billing questions and payment extension/ service request
- Expert in providing candidate feedback to hiring managers including reasons that the interview process needed to be streamlined, market conditions that affected their hiring process
- Diffuses and resolves various volatile customer's situation while maintaining the balance between the interests of the company and customer satisfaction

2.4.4 Recruitment Manager: Angela Wallingford

Position Title: Human Resources (HR) and Payroll Administrator

Responsibilities:

Ms. Wallingford is responsible for HR activities at SoftHQ. She coordinates all employment activities related to interviewing and bringing new staff into the company. This includes recruitment, background checks and I-9 compliance, e-verification of all employees and

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maintenance of employee information, as well as maintaining and updating the HR information system and I-9 records. She is also responsible for preparation, payroll processing, and all payroll related reporting functions, including reconciliation of timesheets, multi-site allocations and changes in payroll processing.

Ms. Wallingford is highly skilled Recruitment Manager with over 10+ years of excellent experience in staffing and recruiting management. She has been extensively working with Information Technology firms. She has proficiently worked in Human Resources staffing business, with successfully achieving targets and handling a large number of clients, including Fortune 500 corporations. She possesses expertise in recruitment process and resource management, sourcing strategies, recruitment process improvement and up gradation and compliance management. She is excellent in arranging and managing interview schedules between the clients and consultants.

Core Competencies:

- Expert in recruitment process and resource management, sourcing strategies, recruitment process improvement and up gradation and compliance management
- Proficient working on Requirements based on temporary administrative support such as administrative assistant, clerk, office assistant, receptionist, accountant, and many more
- Handling entire resource operation fulfilment functions for Global Delivery Center in India
- Team building and Management
- Expert in in-house recruitment & placing H1B candidates on Bench with different skill sets
- Interacting with Hiring Manager of End Client and discussing about the requirements with the team and the sourcing needs of them and fulfilling them
- Expert in recruitment at times using Dice and Monster and other job portals
- Teach how to drive and managed the entire recruiting process starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing the positions successfully to the juniors
- Handling entire resource operation fulfilment functions for Global Delivery Center
- Additional skills include Job Diva, Zoniac, C-Pas, Web Pas, Lotus Notes, Monster, DICE, Net Temps, Jobs Ahead and other Software and Tools related to Recruitments, MS Office, MS Outlook, and MS Excel

Qualifications/Experience:

Ms. Wallingford has an MBA, with a Human Resources specialization. She has more than ten years of HR and payroll administration experience.

Years of Experience: 12 Years

2.4.5 Finance Manager: Krishna Priya

Position Title: Finance/Account Payable Manager

Responsibilities:

Ms. Priya is an accomplished, result driven Finance Manager with 11+ years of experience focused on creating and documenting billing process for various staffing and consulting projects. She has a strong background in cost accounting, month and year-end closing procedures, budget development, forecasting, variance analysis, and process improvements with a focus on accuracy

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and efficiency. She has extensive experience in managing cash receipts and Accounts Receivable (AR) collections and managing relationship with 3rd party providers such as PayPal. She is skilled in directing all Accounts Receivable functions, Sales Orders, Invoicing, Bank Deposits, and Cash posting on a daily basis. She is extensively experienced in handling invoicing and billing processes for various clients including DCP, DA Cluster, DHW, HCIDLA, UN, CalRecycle, and many more clients.

Core Competencies:

- Fully conversant with the CRM, invoicing, timesheet-tracking and payment to consultants, rate negotiations, contract writing and negotiations
- Supervised preparation of monthly, quarterly and yearly financial reports
- Organized financial records and created accounting systems for small businesses
- Skilled in performing routine accounting activities such as maintenance of the general ledger, preparation and distribution of various financial reports, payroll input, reconciliation of balance sheet accounts, and journal entries
- Resolved months of backlogged accounts, restored order and organization to processes/records in disarray, researched and solved billing issues to correct invoicing and journal entry errors previously missed
- Responsible for managing the billing and payroll functions including analyzing, documenting, and improving processes
- Setup new billing processes and procedures during new system implementation and ensured smoother transition for organization to deliver accurate invoicing to clients
- Streamlined AP procedures by implementing electronic invoicing for top 10 vendors and managed selection and implementation of online T&E submission of expenses

2.4.6 Lead Recruiter: Miles Hamilton

Position Title: Senior Technical Recruiter

Responsibilities:

Mr. Miles Hamilton has been a Senior Technical Recruiter with SoftHQ for the past 7+ years in San Diego. He is in charge of staffing for engineering, information technology, technical, administrative, clerical, labor, industrial, and skilled trade crafts professional positions. Mr. Hamilton has won numerous awards on a regional basis with SoftHQ, including Recruiter of the Year five times.

Mr. Hamilton has overall 7+ years of experience working as a Lead Recruiter with proven experience and handling full life cycle recruiting, salary negotiations, offer letters and full on-boarding process & managing applicants through the entire recruiting lifecycle. He is skilled in conducting searches for candidates using traditional and creative sourcing methods, including but not limited to: internal database searches-including pipeline candidates, networking using social networks and internet resources to include online searches, Internet postings and searching using search engines, technical groups and upcoming transition/re-market consultants in accordance with client needs. He is proficient in determining candidate suitability by evaluating the requirement, negotiating compensation package, assessing relevant experience, education, skills and personal qualifications as well as candidate's hot buttons to determine candidate match to the job qualification, pay type/rate, relocation benefits, required H1 processing, etc. and obtaining candidate approval ('right to represent') and presents qualified candidates to clients through a

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customized resume including a compelling synopsis. He has successfully submitted candidates to open requirements in accordance with client mandated SLA's. He has experience in coordinating and assisting in scheduling technical and client interviews, including candidate interview preparation and debriefing. Pre-closing candidates on job opportunity and maintaining communication with candidates in the fulfilment process to understand viability of candidate for the position and maintaining a high level of daily/weekly production, measured against submittal, interview and placement activity.

Core Competencies:

- Proficient in managing recruiting and interviewing candidates
- Experience in handling assessments and carried out reference checks
- Hands-on experience in developing and identifying creative cost-effective recruiting strategies designed to identify qualified candidates through various recruiting tools including LinkedIn, Google searches, job boards, referrals, networking and job fairs
- Experience working with account managers to identify top accounts, target skill sets etc.
- Proven experience in to deliver high quality and quantity of candidates by utilizing strategic sourcing methodologies, internal and external networks, professional organizations, social media, branding initiatives and technology tools

2.4.7 Senior Recruiter: Sam Prasad

Position Title: Senior Recruiter

Responsibilities:

Mr. Prasad has been an administrative and light industrial recruiter for SoftHQ for the past four years. He has filled everything from entry level to Senior Management positions. He takes pride in his customer service abilities and strives to find the best possible position for his candidates every time.

Mr. Prasad has over 8+ years of experience working as a IT Recruiter with extensive experience in performing searches for qualified job candidates, using sources such as computer databases, networking, internet recruiting resources, media advertisements, job fairs, recruiting firms, or employee referrals. He has proven experience in developing or implementing recruiting strategies to meet current or anticipated staffing needs. He is skilled in advising management on recruitment process status with profound experience in attending team staff meetings to collaborate on recruitment, discuss successes and challenges in the process and make recommendations to help achieve recruitment goals. He has strong experience in interviewing candidates for open positions and screen to ensure qualifications match needs to position for which they are applying. He is proficient in producing and editing weekly schedules that incorporate staffing strategies and plans. He has substantial experience in creating and eliminating requisition for hiring new associates. He possesses strong knowledge and experience in managing and oversee daily operations for staffing clerical associates.

Core Competencies:

- Extensive experience in providing full-service recruitment, from identifying qualified candidates, conducting behavioral interviewing to placement
- Expert in using technology-based recruitment tools such as Monster, Dice, Clearance Jobs, CareerBuilder and other job boards, new media Social networking like LinkedIn and

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Facebook, and various user groups to identify and conduct productive conversations with candidates

- Skilled in obtaining and set up interview between applicants and client companies
- Experience in Recruitment of candidates for client companies
- Experience in preparing hiring authorities and applicants for interview process
- Hands-on experience in placing qualified and ideal applicants at client companies
- Experience in maintaining an accurate and detailed record of each employee in a customized database, including test results, references, and employment information
- Strong knowledge and experience in developing and maintaining staffing records – cancellation, float, master schedule and attendance records

2.4.8 Sourcing Specialist: Benjamin Fitzgerald

Position Title: Senior Recruiter

Responsibilities:

Mr. Fitzgerald is a Sourcing Specialist that is responsible for supporting our client accounts. He begins the working relationship of candidates during the lifecycle of a temporary employee. He is able to effectively communicate with new incoming candidates and is an asset to our program team.

Mr. Fitzgerald has over 7+ years of professional experience working as a Recruiter with extensive experience in Staffing and Data mining with more than 7+ years of experience in Direct/Indirect Recruitment/Staffing for US based clients. He has proven experience in recruiting for the US market and experience working in a fast-paced environment. He has hands-on experience in experience on recruiting US Citizen, GC, H1B's, TN Visa, EAD for various positions for candidates on Contract, Contract to hire positions on W2 and Corp-To-Corp. He holds expertise in the areas of resourcing, head hunting, internet research, rate negotiation, and establishing processes. He is expertise in handling sourcing assignments for full-time, contract and temporary employees, for both in-house corporate staffing requirements as well as for clients. He is proficient and effective in building positive relationships with personnel at all levels within the company and providing the highest level of service to meet the strategic needs of the organization. Involve in full life cycle of Recruitment. He possesses strong understanding and massively working experience on US market with good understanding of recent information technologies and technical tools.

Core Competencies:

- Extensive experience in interacting with candidates and employees at all levels, for the purposes of scheduling interviews, on-site greeting and escorting, scheduling and escorting for fingerprinting, sending and collecting application materials, making candidate travel arrangements and conducting on-site testing and assessments
- Proven experience in sourcing candidates from user groups, internal database, web pages, active and passive candidates, and typical job boards (Dice, Head-hunter, Hot jobs, Monster.com, and Craig lists, etc.)
- Experience in providing candidate feedback to hiring managers including reasons that the interview process needed to be streamlined, market conditions that affected their hiring process
- Hands-on experience in managing the entire recruiting process starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing positions successfully

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- Experience in conducting full lifecycle recruiting including sourcing, screening and interviewing candidates for assigned projects
- Skilled in managing the complete recruiting cycle and providing training others to recruit effectively & developed, and adhering to professional staffing metrics
- Experience in Pre-screening / screening of candidate resumes
- Hands-on experience to update information in applicant tracking system

2.4.9 Senior Recruiter: Indrani

Position Title: Senior Recruiter

Responsibilities:

Ms. Indrani has over 9+ years of experience working as a Recruiter or Team Lead with extensive experience in Pre-screening and conducting individual and group interviews, utilizing research based, current assessment methods and techniques. She has proven experience in managing the applicant tracking system to track progress of searches, and documented leads and candidates. She has hands-on experience in strategizing with hiring managers to understand position requirements, short and long-term talent needs and conducted follow-up meetings with hiring managers and new hires to access hiring quality improvement initiatives. She has strong experience in developing, cultivating, and managing relationships with business partners and hiring managers to provide service excellence.

She is experienced in monitoring vacancy and turnover rates for service lines and develop strategies to address retention issues, collect, manage and analyze Wellness provider data to leverage resources and development within the program. She has substantial experience in designing the recruitment strategy for all new client programs and projects, working closely with senior executives and managers with profound experience in develop Talent Acquisition best practices to compete with marketplace candidate competition and generational industry drivers. She possesses strong knowledge and experience in managing special projects, launched social media recruiting campaigns, and developed strategies to improve the recruitment business process.

Core Competencies:

- Extensive experience in providing successful full lifecycle recruiting for Government contracts, financial openings & proposal efforts
- Proficient in cold calling for new employees, develop recruiting strategies and identify technical skillsets
- Experience in providing training to entry level recruiters in areas focused in - identification of candidates, cold calling, documentation/procedures, and salary negotiation
- Hands-on experience in identifying candidates through utilizing Monster.com, Careerbuilder.com, Dice.com, Clearedjobs.net, LinkedIn Recruiter, Social Media and Internal databases and Boolean search methods
- Experience in building applicant sources by researching and contacting colleges, employment agencies, social media (LinkedIn, Facebook, and Twitter) and internet sites
- Skilled in arranging management interviews by coordinating schedules of hiring managers and candidates with profound experience in reviewing and edits candidate's resumes for form and clarity
- Possess strong ability to negotiate and close candidates after a successful interview

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- Strong experience in preparing and maintaining accurate tracking records, openings and reports for management review & experience in maintaining recruiting records, database and other related documents

2.4.10 Senior Recruiter: Pravalika

Position Title: Senior Recruiter

Responsibilities:

Pravalika is skilled and experienced Recruiter with more than 9+ years of extensive experience in full lifecycle of IT Recruitment process including sourcing, screening, and placing top talent candidates within demanding timelines. She has proven experience in conducting phone and personal interviews to quality consultants for open positions with strong experience in working with hiring managers to identify staffing needs, determine skills required, and identify the most effective timeframe. She is proficient in reviewing and editing resumes, perform reference and background checks, manage interview process, and negotiate salary. She has profound experience in performing advanced Boolean scripting using various platforms, including Clearance Jobs, Monster, and CareerBuilder. She has substantial experience in providing customer service by managing contracts and checking in with contractors weekly to ensure satisfaction. She is skilled in utilizing nationwide ad placement, outbound calling, database searches, networking, and referrals to identify potential candidates for corporate, on-site biometric screenings. She possesses strong knowledge and experience in completing employment verifications by request from subcontractors or outside agencies, complete background checks and payroll for contractors.

Core Competencies:

- Extensive experience in conducting phone interviews with candidates, and follow up with potential subcontractors in order to meet interview and completed new-hire packet goals set by the Recruiting department
- Experience in assess potential candidates in order to make on-the-spot hiring decisions for potential candidates
- Proven experience in verifying professional licenses, credentials and references, and conduct background checks in accordance with company policies
- Experience in conducting disciplinary coaching calls to subcontractors based on negative feedback from Staffing department and Program Management
- Skilled in preparing and posting jobs to appropriate job boards
- Strong experience in recruiting candidates utilizing a variety of sources to fill open positions
- Experience in screening candidates resumes and job applications
- Experience in conducting reference/background checks & organize and prepare work schedules for employees with proven experience in assisting in the orientation of new employees
- Possess strong experience in e-verifying employment eligibility, and processing background and drug screening checks

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3 PROPOSER'S WORK HISTORY AND REFERENCES

3.1 Past Performance References

3.1.1 Reference #1: Silverlinc, Inc.

Agency Name	Silverlinc, Inc. (Massachusetts Department of Environmental Protection)		
Address	10620 Falcon Way #230, San Diego, CA 92131		
Agency POC	Name: Naga Chaitanya; Title: Sr. Account Manager Phone: (619) 905-5977; Email: naga@silverlinc.com		
Period of Performance	September 2012 – Present	Dollar Value	\$4 M
Overview of the Project			
As a subcontractor to Silverlinc, SoftHQ provides IT Professional Staffing Services for Massachusetts Department of Environmental Protection in the areas of Enterprise Architecture, Data Center Management, Business Process Re-engineering, Web Application Development and Maintenance, Systems Engineering and Administration, Quality Assurance, Identity and Access Management, Storage Administration, Business Intelligence services to the MassDEP. In addition, SoftHQ provides IT solutions to support the MassDEP in meeting goals, objectives, getting in compliance with ITIL and CMMI-Dev ML5. Currently, with 21 On-Call SoftHQ employees, we are responsible in 50 different complex IT systems that are continually managed, upgraded, and enhanced to meet MassDEP's business objectives and day-to-day operations.			
Brief Description of the Project			
<p>Program Management: SoftHQ's PM provides inputs to the MassDEP's Division of Business Intelligence during their investment planning and budgeting phase. We advised the Division Chief about the strategic investment in terms of tools, technologies, and resources required to implement MassDEP's Business Intelligence Strategy. Our PM oversees the Business Intelligence Portfolio of the MassDEP by providing inputs for selection, control, and evaluation phases of the IT investment lifecycle and assisting the Divisional Chief in prioritizing IT investment projects.</p> <p>We provide the road map for ITIL and CMMI ML5, in the form of planned and current IT resource utilization that assisted MassDEP in their IT Investment Management Processes and subsequently led to a rationalization of their IT acquisition strategy and a decrease in cost and redundant purchases. Our analyst provides IT acquisition support for the software and hardware licenses by managing acquisition risks, leveraging different contract mechanism, and advising MassDEP procurement on pricing mechanisms.</p> <p>Data Center Operations: SoftHQ developed and maintains Operations Enablement documentation, policies, procedures and configuration information to ensuring compliance with MassDEP policies and audit regulations. SoftHQ collaborates with other departments to facilitate the establishment of SLAs and Metrics, maximizing ITIL best practice implementation, monitoring performance against requirements to ensure performance targets are met.</p> <p>Our Enterprise Architecture (EA) experts provided IT Investment and Asset Management and Analysis Report to the MassDEP's PMO to streamline system architecture. The report includes information on IT assets, their utilization, and Investment Justification on newer technologies such as VMware and PegaSys. SoftHQ helped implement the Configuration Management processes -- creating CM Plans, managing and controlling Changes, defining and auditing Baselines. SoftHQ efforts in CM resulted in CMMI ML5 certified CM process, which provided credibility to organizational operations and cost savings.</p> <p>Network Services: SoftHQ provided network support for data network, voice network, and operating system problems. We develop new and enhance existing network and operating system infrastructure in support of the MassDEP applications, web sites, document management, and workflow environments. Network environment includes Active Directory, System Center, Cisco IOS, Iron Port appliances, Radius, two factor authentication VPN, traffic shaping/QOS, network monitoring and risk mitigation in a complex Microsoft Windows, Unix, Cisco Unified Communications and OS/400 integrated LAN and WAN environment. SoftHQ automated analysis of network device vulnerabilities for Cisco devices, including PSIRTs, field notices, end of life milestones, and field notices to save significant labor hours.</p> <p>Database Administration:</p>			

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SoftHQ provides database administration for Oracle, DB2, and SQL database server. Using Tivoli Storage Manager (TSM), we provide storage services that contains configuration, day-to-day administration, troubleshooting and interfacing with vendors. SoftHQ provides disaster recovery planning and testing using Electronic Vault simulation. The tools we utilize includes, IBM 2105, DS4000, DS8000, EMC Symmetrix, Clariion, Tape (IBM 3584, LTO-2), Virtual Tape (EMC CDL740, CDL4200, IBM TS7520, ECC, Flash Copy, and TPC), and Brocade Fabric Manager. Daily processing volume exceeds 10 GB of data, which includes the health insurance claims submitted by the MassDEP nationwide provider network through various Information Data Exchanges.

Web Application and EACS/Middleware:

SoftHQ was involved in developing a range of web applications for the MassDEP that served their statewide user-base, including agency environmental stakeholders, service providers, agents, and employees. Scopes of the applications vary from Energy Analysis (Energy Surveys and Modeling), Benefits (information access for members, service providers and facilities), Human Resources, and Business Intelligence. SoftHQ provided application development using COBOL, VSAM, IMS, CICS, MF, Java, HTML, CSS, ASP, .NET, SOAP, and SOA. We worked closely with business analysts and team members to provide IT and business-specific knowledge and expertise and create solutions that are aligned with MassDEP business directives.

SoftHQ designed, developed and supported security middleware for centrally managed enterprise security. The objective was to simplify management of access to services, implementing policy, increasing transparency, and enable operations to scale services provided by both central and distributed computing environments. Our solution, Identity and Access Management Framework (IAMF) integrated Windows and UNIX platforms using the BMC Control SA ID provisioning tool. We provide Role Based Access Control (RBAC) to Windows, Remote Access, Lotus Notes email, Unix, Oracle, mainframe (CICS, TSO), RACF – creation of user IDs, RACF group creations/connections, RACF dataset permits, NASCO, Facets, FEP Direct and Various Web base applications.

System Software Administration:

We ensure that all software or systems are monitored and optimized to ensure acceptable levels of performance. SoftHQ provides system administration services for verity of servers including CDI Initiate, CICS, MQSeries, COBRA, and Lotus Domino. SoftHQ tasks include monitoring and troubleshooting of all Windows and Linux servers for availability and recovery of data in the event of software or hardware failure, create service accounts, document system changes, track daily activities in a spreadsheet, deploy servers, and perform patch management to keep all systems secure.

Application Development and Administration:

Our personnel create and integrate desktop applications to modernize the MassDEP's applications with a comprehensive solution to design, code, debug, optimize, test and instrument Windows based desktop applications. Our team uses rich collection of tools to create immersive applications using C#, VB, C++, and JavaScript. Our application support integrates the MassDEP's website and their latest browsers with state-of-the-art development environment using .Net framework, HTML/JavaScript, and C++. Our personnel also provide cyber security services to address incident management, physical security, system integrity, firewall protection, and intrusion detection within the existing MassDEP's environment ensuring to adhere with the MassDEP's security guidelines and policies. SoftHQ's personnel conduct periodic scans and penetration tests to ensure follow-up of malware incidents, adequate desktop security, network segmentation, implementation of logging critical processes and central monitoring of security incidents.

Service Desk Support:

SoftHQ's IT Service Desk Support Services at the MassDEP included discussion and analyzing service desk requirements, service level agreements, response times, and additional information for fully functional service desk by utilizing qualified service desk specialists with the MassDEP. SoftHQ provides planning, business process and service workflow analysis, systems testing, integration and testing, desk-side support, software distribution, installation and set-up activities of third party service tools, quality control, performance tuning for production readiness, performance tuning for existing set-ups that having performance problems, quality assurance, documentation, technical and user training associated with the processes. Tickets are handled on priority basis, then on first in, first out basis. SoftHQ analyzes anticipated call load, time taken to resolve each incident and records data of each service call (400 users), which has ticket number, description of malfunction or service, time spent on resolving the incident, helps the MassDEP increase its existing first call resolution rate by 16%.

Lifecycle for incident management started with Enterprise Service Desk, affecting the MassDEP ticket durations and queue management. SoftHQ began tracking task order performance against the lifecycle of the tickets; including tracking prior to ticket submission and was able to track performance against the lifecycle, showing our

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IT Professional Services	
closure rates are well below established guidelines. We provide Tier 1 and Tier 2 support, including technical guidance, training, and hands-on problem resolution in resolving Service Desk issues. Our team responds to more than 300 tickets per month.	
Cost Control: We have passed down the benefit of the current economic environment to the MassDEP by working with the senior management in reducing proposed salary rates and effecting a contract modification to lower ceiling rates on our contract. As a result, MassDEP was able to trim down the total cost of procurement.	
Schedule Management: SoftHQ used our Project Management and Program Management processes to control the schedule on the contract. We developed Work Breakdown Structures and developed task relationships using Arrow on Node concept. We created an efficient schedule using Critical Path scheduling method for Access and Identity management services, business process reengineering, and application development services.	
Quality of Service: SoftHQ has supported the MassDEP's goal to improve its business processes and implement new capabilities to provide better services to its customers. We were responsible for providing a skilled workforce to support important projects. The staffing requirements for the MassDEP RFP are as stringent as the MassDEP requirements. For each Project Directive position, we compete with 4 other vendors and we are measured against Service Level Agreements (SLAs) every quarter. Our financial growth on the contract is a further indication of our outstanding performance at the MassDEP.	
Business Relations: SoftHQ has been instrumental in sharing the risk of performance with the MassDEP by collaboratively approaching solutions to the procurement problems faced by them. We have reduced the IT services procurement risks by acting as an extension of MassDEP. We have absorbed the additional administrative cost of managing employees by abiding with all external (State laws, regulations and policies) and internal (Department Enterprise Architecture, procurement policies and supplier quality standards) needs of MassDEP, and working with an open book policy by allowing the MassDEP to audit our financial and administrative data. As a result of our efforts and performance, we have significantly improved our business relationship with MassDEP.	
Problems Encountered and Corrective Actions Taken: There are no records of problems encountered till date.	
Effective and Efficient Staff Management: SoftHQ tracks information on the performance of the workers, provides incentives, takes corrective actions, and maintains assignment close-out steps to ensure that our client's requirements are met. SoftHQ implemented a strict non-performance policy and worked with the customer to implement it. Any non-performance reported by the customer was taken very seriously, and immediate action was taken to rectify performance issues. For FY 2013, SoftHQ was rated 100% in quality staff augmentation and 100% on timeliness of replacement of staff. SoftHQ's ability to figure a new hire and/or replace an employee is a record 16 Hours.	

3.1.2 Reference #2: Sydata, Inc.

Agency Information			
Agency Name	Sydata, Inc. (Arizona State University)		
Address	6494 Weathers Place Suite 100 San Diego CA 92121		
Agency POC	Name: Krishnapriya Soundararajan; Title: HR Manager Phone: (858) 295-4568; Email: priya@sydatainc.com		
Period of Performance	May 2016 - ongoing	Dollar Value	\$3 M
Overview of the Project			
As a subcontractor to Sydata, Inc., SoftHQ effectively governs the IT Support Services contract through the implementation of management practices based on PMI's Project Management Body of Knowledge, as well as executing technical tasks using our ISO 9001:2008-compliant Quality Management Systems; and delivering continuous improvement with CMMI ML5 based best practices. SoftHQ delivers a wide range of IT services within the ASU enterprise as well as affiliated local and state planning departments. These support services are integrated throughout the entire IT lifecycle, including but not limited to Research Analysis, Project Management, Application Development and Administration, GIS Administration, Business Intelligence, Database and Storage Administration, Server Management, Network Administration, Service Desk Support, Security Administration, Systems Engineering, and System and Software Administration.			
Brief Description of the Project			
Application Development and Administration: As part of Financial Management System (FMS) – Workday Implementation On-Call Services project with the Arizona State University, SoftHQ subject matter experts (SMEs) works on integration of a Workday			

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Implementation (HCM/Financials) and assist with the implementation and execution of the Scaled Agile Framework (SAFe) and Agile Scrum methodology through the practical application of FMS tool, processes, and people. We also guided the individual structuring of data within the FMS to improve reporting management capabilities. Our application programmer, systems programmer, and business analysts analyzed requirements, transposed them into features and user stories, and progressively elaborated into smaller, manageable pieces. We also ensured all appropriate data is kept up to date, secure, and processes followed as Scrum Masters. We have assessed and established processes and a governance model to improve the University's Agile competencies and the usage of FMS. Additionally, we also provide thought leadership regarding the Definition of Done and Definition of Ready and user story splitting best practices. These practices are designed to improve collaboration, enhance solution quality, and help the University work together to more productively and predictably deliver required solution capacities.

Database and Storage Administration:

SoftHQ assists the ASU Database Administrators (DBAs) with the scheduling of routine SQL Server database maintenance, database maintenance plans for production databases, and the monitoring of SQL server logs for errors. SoftHQ has been responsible for database migration, the backup and restoration of production databases, and the configuration of client and Web application software during server upgrades at ASU. SoftHQ also assists ASU with setting up database roles, login accounts, and assigning user permissions to allow access to SQL Server production databases.

Data Center Engineering:

SoftHQ provides leadership and technical direction for operations with a focus on sustaining and optimizing the data center by providing specialized, proven expertise in data center management, virtualization, data center infrastructure, and ITSM discipline. As part of operation and sustainment, we developed and maintained an integrated Data Center schedule and managed all Data Center projects outside of standard Operations and Maintenance support to include major upgrades and new technology insertion. We designed, implemented, and manage RFID asset tracking using BizTalk RFID, BEA ALSB Web Logic for continuous tracking of 35,000+ RFID tags.

Security Engineering:

SoftHQ is responsible for technical management, execution, and performance of a multi-year information security portfolio and road map involving firewalls, public and private key infrastructures, network access control, wireless security, web application firewalls, code security scanning, security frameworks, endpoint security, vulnerability and patch management, penetration testing, secure email, and anti-phishing platforms. As part of our current initiatives, our responsibilities include developing structured n-Tier DMZs, Web Application Security, PCI DSS compliance, Enterprise Single Sign-On and Enterprise Security Information Management tools for ASU FMS.

SoftHQ develops assessments against ISO, NIST, PCI-DSS and HIPAA compliance standards. We analyze network traffic for indications of compromise, review log-based data in raw form and utilizing FMS or aggregation tools. SoftHQ supports general security program development such as IA-related compliance, risk assessments, Security Control Assessments (SCA), IT security audit program support, strategic planning, contingency planning and the A&A of programs and/or systems. SoftHQ supported existing information security applications and infrastructure components. Our Security Specialist collaborated with other teams in the enterprise for resolving access issues related to security functions, such as authentication, authorization, password management, account locks, user management, Role and Privilege assignments, etc.

Network Administration:

SoftHQ provides senior network-level engineering support for ASU's Wide Area Network (WAN) communications infrastructure, a Cisco and Juniper solution supporting over 5,000 nodes. It consists of routers, firewalls, site-to-site, and remote access Virtual Private Network (VPN), intrusion detectors, and Cisco 2900, 3750, 4500, and 6500 series switches. SoftHQ was involved in ASU's prototype WAN engineering, which had grown to over 280 Frame Relay point-to-point links into the Multiprotocol Label Switching (MPLS) WAN cloud and a mix of different vendor equipment. Network technologies include point-to-point Frame Relay over MPLS with External Border Gateway Protocol (eBGP) peering, site-to-site and remote access VPNs, firewalls, and remote access dial-up using Cisco's AS5400 gateway.

Cost Control and Schedule Management: The project is on time and on budget.

Quality of Service: SoftHQ's QMS ensures our quality of service and improvement through compliance with the CMMI practices, ISO 9001:2008 standards. We ensure that existing practices within process areas are secured through the maintenance of process improvement. Annually, in conjunction with ISO standard evaluation, SoftHQ

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examines the process maturity of each process within the program. Also, annually each process is benchmarked against other contracts within the public and private sectors.
Business Relations: A key element of SoftHQ's interaction is establishing a direct open line of communication with the ASU's Project Manager and senior management. Our PM meets via VTC on a monthly basis. Support for demonstrations and technical exchange meetings with partners continues to foster increased adoption of the capabilities and supports ASU's goals.
Problems Encountered and Corrective Actions Taken: None.
Effective and Efficient Staff Management: Effective staff management begins with the development of SoftHQ's staff management plan, where roles and responsibilities are defined for each position, along with the skills and competencies that the contract requires. SoftHQ has been very successful in hiring highly skilled staff for ASU; this is reflected in our exceptionally low turnover rate on this contract.

3.1.3 Reference #3: Sydata, Inc.

Agency Name	Sydata, Inc. (Federal Home Loan Bank of Dallas (FHLB))		
Agency Address	6494 Weathers Place Suite 100 San Diego CA 92121		
Agency POC	Name: Krishnapriya Soundararajan; Title: HR Manager Phone: (858) 295-4568; Email: priya@sydatainc.com		
Period of Performance	Jun 2018 – Ongoing	Dollar Value	\$2M
Overview of the Project			
As a subcontractor to Sydata, SoftHQ Inc. (SoftHQ) supported the FHLB to provide "Information Technology Professional Services" and best-in-class analytical and research expertise to support the applications of the FHLB. We provide SMEs to support the existing programs and FHLB leadership in the establishment of modernized environment. Our support includes program services, program administration, communications, IT, and management support. Our personnel provide full-suite systems development and IT support to the FHLB and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the FHLB needs. Our personnel use an iterative approach to system development that addresses the FHLB's need for flexibility and responsiveness to changing priorities.			
Brief Description of the Project			
SoftHQ effectively governs the IT Professional Services contract through the implementation of management practices based on PMI's Project Management Body of Knowledge, as well as executing technical tasks using our ISO 9001:2008-compliant Quality Management Systems; and delivering continuous improvement with CMMI ML5 based best practices. SoftHQ delivers a wide range of IT services within the FHLB enterprise as well as affiliated local and state planning departments. These support services are integrated throughout the entire IT lifecycle, including but not limited to, Project Management, GIS Administration, Business Intelligence, Database Administration, Server Management, Network Administration, Service Desk Support, Security Administration, Systems Engineering, and System and Software Administration.			
Program Management:			
SoftHQ performed Availability, Capacity, and Service Continuity Management to consistently achieve established SLAs for the FHLB. In order to achieve target Service Level Agreement (SLAs), information collected from the service catalog was used in designing ITIL V3 based architecture needed to deliver services and lead to service quality enhancements.			
SoftHQ program manager (PM) is instrumental in mitigating any disruptions caused by service re-designs and process changes. SoftHQ PM maintained a single point of contact for problem resolution, acted as escalation point for program changes, coordinated research to identify impacts of proposed ITIL implementation changes, coordinated approvals for process changes, initiated communicating new technology/process ideas to teams, utilized the Change Management Process to underpin scope containment, tracked and reported on overall Program metrics to both FHLB management and SoftHQ.			
GIS Support:			
Our GIS Specialist supported the implementing various GIS solutions through the management of spatial information to ensure the application's effective workflow management process and help the FHLB make better decisions through the dissemination of information. To help the agency deal with ever changing technological challenges, our SME assisted with industry research on innovative solutions to effectively serve the FHLB and its			

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customer base. We designed and coordinated the development of integrated GIS databases of spatial data. We developed, analyzed, and presented data to the FHLB leveraging our knowledge of geographic information systems and map projections including ArcView, ArcInfo, ArcIMS, Google Map and Earth, and Microsoft Bing map. We reviewed existing and incoming data for quality and documentation. Our support included entry of data into database, application of coordinate geometry, keyboard entry of tabular data, manual digitizing of maps, scanning and automatic conversion to vectors, and conversion of other sources of digital data required by the FHLB. We maintained and updated databases using GIS software to conduct image rectification/georeferencing and image manipulation without any hassles. Our personnel developed and maintained links between various databases. We determined effective presentation of information and selected cartographic elements as needed. We created output using computer and GIS software and other related equipment including plotters. Periodically we compiled digital data to produce maps and convert data into required formats as instructed by the FHLB. We determined methods to analyze spatial relationships including adjacency, containment, and proximity. We provided classroom specific training tailored to the needs of FHLB and its management. We provided class materials, user guides, and GIS documentation.

We analyzed and documented requirements for data development related to public sector service delivery for multiple entities. We developed and oversaw data development plans from project inception till conclusion. We planned and conducted Knowledge Transfer to agency on data creation techniques, coordination, maintenance, and acquisition. We identified and evaluated future needs and opportunities based on the requirements analysis and impending work programs for the fiscal year. We helped construct data models to define system, developed standards for data development, and ensured quality standards were met as determined by the initial analysis.

Database Administration:

SoftHQ's personnel design and implement an Enterprise-wide Data Warehouse (EDW) to consolidate data for all subject areas into a single decision support system platform. SoftHQ involves in all major corporate initiatives involved in delivery of data acquisition layers, tactical data stores in ODS and implementation of membership subject area in EDM. Our personnel assist the innovative initiative by performing gap analysis, requirement analysis, and financial analysis in creating a centralized data mart and a data warehouse. As a part of the ODS' centralized data engagement, our SMEs work for each of the projects (divided into smaller projects under the large umbrella program consistent with SCRUM methodology) assuming the responsibility of delivery from inception to the production deployment. As part of the ODS' major transitional initiative of centralizing data from disparate and multiple sources, our personnel analyze, design, develop, integrate, data warehousing software applications to support decision support and business intelligence applications using software technologies, such as Oracle 10g, Informatica Power Center/Power Exchange, Shell Scripting, PL/SQL, SQL*LOADER, TOAD, TIBCO and related tools.

Systems and Software Administration:

SoftHQ reviewed detailed design documentation to build processes for the initial and re-imaging of device configurations. We also reviewed general management data for CDB synchronization and web-based firewall policies. All usage and event data are logged and reported weekly to ensure CPU, Memory, and Disk Utilization device health. SoftHQ successfully completed the ITIL implementation by establishing the Configuration Management Database (CMDB) encompassing configuration information of Hardware, Software, Documentation and People associated with Network systems. SoftHQ consultants first specified and identified all IT components that relate the system during identification phase. At Control Phase, authorized personnel were defined with the ability to make changes for each configuration item. During the status phase, our consultants recorded and maintained the status of all configuration items of the CMDB. Periodic audits were conducted by the system owner to verify the information of the CMDB is accurate and up to date.

Network Administration:

We provide network engineering support for FHLB network, which is comprised of Ethernet local area networks (LANs) and a Multi-Protocol Label Switching (MPLS) wide area network (WAN) supported by dual carriers with a single network image. SoftHQ's network support spans 99,000 workstations and 2,000 LANs installed across FHLB. In addition, we also manage remote LAN access support available to approximately 3,433 users through the Virtual Private Network (VPN). SoftHQ also supports IP convergence of data, voice, and video traffic. We are currently migrating all telecommunications from a legacy environment to a totally IP solution. SoftHQ's network engineers create network models and performs simulations so that analysis of network performance under various network configurations and multiple scenarios are obtained. SoftHQ conducts network capacity studies to analyze the performance of FHLB' Wide-Area Network (WAN) to ensure adequate provisioning of bandwidth capacity

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and plan for anticipated business growth. SoftHQ detects and reports capabilities of FHLB network security monitoring systems. On a daily basis, we review data generated by firewall monitors, such as web server and firewall logs and other data sources that contain information on external or internal intrusion attempts. We perform daily tuning of FHLB network monitoring systems and perform daily validation of proper system settings and the application of the current version of system patches.

3.1.4 Reference #4: City of Los Angeles Department of City Planning

Information Technology			
Agency Name	City of Los Angeles Department of City Planning (DCP)		
Address	200 North Spring Street #825, Los Angeles, CA – 90012		
Agency POC	Name: David Terukina; Title: Management Analyst II Phone: (213) 978-1427; Email: david.terukina@lacity.org		
Period of Performance	Dec 2013 – Dec 2015	Dollar Value	\$1M
Brief Description of the Project			
<p>Scope: SoftHQ provides IT Support Services (Senior or Intermediate Levels) to the DCP. We provided qualified professional management/personnel's "IT Support Services" to DCP. SoftHQ provides Senior or Intermediate levels of Web Developers, Data Base Architect, Network Security Support, Software/Applications Security Support, Disaster Recovery/Contingency Planning Support, Network Administrator, Computer Technician, AV Technician, Network Engineer, Microsoft Systems Engineer, and G-Suite Administrator to DCP.</p> <p>Project Management: SoftHQ provides and supports project management services to DCP. Our project execution processes are based on Project Management Institute (PMI) best Practices for project management and have distinct phases for efficient project management. Our personnel deliver full management life-cycle solutions including planning, tracking, deployment, market research, Change Control Requests (CCRs), other documentation support to the DCP. Our Account Manager (AM) provides an overview program status report based on weekly performance and provides monthly status reports (MSR) includes overall status, project schedule and milestones accomplished, deliverables provided, staffing issues/vacancies, performance against agreed-to Service Level Agreements (SLAs), and other relevant management action items to the DCP.</p> <p>Web Development: SoftHQ provides highly experienced and independent individuals with a strong background in web development. Our web developers are experienced in full development life cycle and design, analysis experience in Object-Oriented environment. We design, develop and test VB.NET and ASP.NET applications to support the online initiatives. SoftHQ architects MS SQL database tables and stored procedures in web applications and with crystal reports. SoftHQ's web developers troubleshoot and debugs the DCP's web applications.</p> <p>Database Architecture: As part of the project, we perform data warehouse designs, logical, physical, and implementation levels of specification. Our Architect handles data acquisition, access analysis/designs, and archive/recovery/load designs and implementation strategies for the warehouse, with a focus on continuous improvement in system functions. We designs/redesigns data warehouse environment, natural end-user access with optimized data access with factors of batch data loading, potential real-time transactional needs, and resource utilization. SoftHQ defines and follows data architecture standards, policies, and procedures for the organization, structure, attributes, and nomenclature of data elements, and applies accepted data content standards to technology projects. We establish auditing procedures in order to ensure continued data integrity. We assist in post-implementation improvements efforts to enhance performance and provides increased functionality to the DCP. SoftHQ provides user requirements analysis, systems analysis, and programming support for data warehouse application systems development and enhancement.</p> <p>Network Security Support: SoftHQ provides operational and analytical support to related security for hardware and software information systems. Our Network Security personnel performs a risk assessment identifying vulnerabilities with both physical and data security with recommended solutions. We provide operational and analytical support for security system hardware and software supporting Wide Area Network (e.g., firewalls, routers, intrusion detection, anti-viruses and other hacker protections). SoftHQ ensures the security measures are sufficient to resist threats, internal and external users and DCP's secure access. Our support includes evaluating the integrity of operating systems and co-existence</p>			

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with current environments. SoftHQ performs security sweeps to ensure that network infrastructure is operating at the highest security levels and also performs tasks to remedy existing security weaknesses.

Software/Application Security Support:

In support of the contract, we provide software/application security support in accordance with security policies, standards and makes recommendations according to the DCP's requirements. SoftHQ provides operational and analytical security support for personal computers, file servers, and LAN and WAN information systems. Our personnel analyze and evaluates new and emerging security technologies for their applicability and feasibility of use for PCs, LANs, WANs, telecommunications and networks. We support and assists with developing and implementing security methodologies and safeguards to protect all information assets. SoftHQ provides technical training on all aspects of information security relative information systems.

Disaster Recovery/Contingency Planning Support:

SoftHQ provides disaster recovery contingency planning and risk assessment support to software applications which are processed on various computer platforms (e.g., PCs, servers and minicomputers). Our personnel reviews and/or develops disaster recovery contingency plans and risk and recommends ways to increase the effectiveness of the plans and the continuity of service. Our Disaster Recovery personnel performs quantitative risk analyses of all information systems identifying and assess value of each asset. Our personnel identify potential threats to those assets and system vulnerability. SoftHQ measures adequacy of existing management, operational and technical controls in safeguarding assets against waste, loss, unauthorized access and use and misappropriation; and analyses the consequences/impact of the potential threats resulting in recommendations of safeguards.

Network Administration:

SoftHQ provides network LAN/WAN maintenance support services to the DCP. Our Network Administrators troubleshoots and repairs any hardware or software problems in network servers and network equipment (ex. Switches, routers, firewall, wireless equipment). Our support includes Network Consulting (ex. Monitor network utilization, capacity planning); operating system support for midrange or smaller class servers (i.e., UNIX, Linux, Windows -) and related products. We Support the integration of operating systems, databases, application software, network and communications software and related products to provide a reliable application environment to DCP. SoftHQ's Network Administrators analyses new releases of software and determines the compatibility with current environment and assist with upgrade schedule. Our personnel determine and resolve any conflicts between hardware and software that may occur when components are upgraded.

Computer Technician:

We provide desktop/helpdesk support services to network printers that are on network. SoftHQ's Computer Technicians schedules desktop replacement, setup using standard configurations and software installations and email. Our personnel troubleshoot hardware and software problems on networked PCs and printers. We perform reloads for PCs, system wipes for systems that goes to surplus and be taken out of production inventory. In addition to this, our personnel respond to help desk tickets and works with DCP to resolve issues.

AV Technician:

As part of the contract, SoftHQ provides support for designs, installations and maintenance of various AV equipment. AV Equipment includes Interactive white boards, Projectors, media carts, screens, audio systems, video display systems, and other multimedia equipment.

Network Engineer:

SoftHQ provides high-level analysis, supports on the design and characteristics of the most current technologies, and networking technologies in use, standards and specifications of both physical and software aspects (drivers, protocols, wiring, etc.). Our Network Engineers designs, tests and implements new architecture or changes existing support to LAN/WAN solutions. We assist in planning and implementation of LAN/WAN systems (including wireless) for both internal and external access to the network. Our personnel's assists with documentation and diagram updates of network architecture, including devices and their installed O/S or IOS, points of connectivity and type of connectivity. SoftHQ assists in design and implementation of network cable infrastructure, and voice and video communications including PBX, CISCO VOIP and migration from PBX or legacy systems to IP Telephony.

Microsoft Systems Engineer:

SoftHQ provided in-depth technical expertise to assist with the planning, design and implementation of Microsoft infrastructures and related hardware. Our Microsoft Systems Engineer architects, designs and plans for enterprise deployments utilizing Windows desktop operating systems, Windows - Server, Exchange - SMS, MOM,

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SharePoint or other Microsoft technologies. We provide expert assistance in specific technologies includes directory services, messaging, software distribution and other infrastructure support software.

G-Suite Administrator:

As part of the contract, SoftHQ provides technical expertise to assist with the implementation of G Suite. We support the strategic planning, controlling and maintenance of the implementations. SoftHQ provides expert assistance with the integration and use of Microsoft Active Directory synchronization services, and Google Administrator Management (GAM) services. Our G-Suite Administrators provides expert assistance into best practices in the design and management of a G Suite implementation.

3.1.5 Reference #5: Los Angeles Housing and Community Investment Department

Agency Name	Los Angeles Housing and Community Investment Department		
Agency Address	1200 West 7th Street, 9th Floor, Los Angeles, CA – 90017		
Agency POC	Name: Greg Kung; Title: Director of Systems Phone: (213) 808-8403; Email: greg.kung@lacity.org		
Period of Performance	Jan 2018 – Dec 2020	Dollar Value	\$1M
Overview of the Project			
SoftHQ provides Custom Application Development services to the HCIDLA's Billings Information Management System (BIMS) application. Our support includes developing and enhancing:			
a. Enhanced payment and Mobile application to include all fees owed by a property owner			
b. Integration with the In-Contact call center system			
c. Ability to generate bills by owners in addition to the current process which is by properties			
d. Enhanced reporting			
SoftHQ designs, develops, installs, and supports computer applications that enhance the efficiency and effectiveness of the HCIDLA operations and ensures the effectiveness of overall systems performance. We design, develop, implement, and maintain workgroup and enterprise databases and data administration and management processes that ensure the availability, integrity and efficient integration of data in applications. We perform business and systems analyses to facilitate and coordinate the development of technology solutions to departmental business and operational requirements and evaluate technology alternatives. We design, develop, install, administer and support stability and efficiency of the more complex control software and network systems; plan, design, implement and configure large multi-segmented local and wide area networks; and manage and optimize control and network system performance and interoperability. We design, develop, implement, and maintain business intelligence systems solutions, including integration with databases and data warehousing.			
Brief Description of the Project			
Application Development and Administration:			
Our developers leverage their extensive experience on Microsoft Studio.Net MVC, C#, VB.NET, ASP.NET, XML, XSD, XHTML, LDAP, CSS, JavaScript, jQuery, AJAX, Entity, Use Case specifications, Structured Query Language, Team Foundation Server, MS SQL Server, MS SQL Reporting Service, Web Services and mobile application development to support HCIDLA in developing housing information systems and inspection information systems. We analyze and document requirements for information systems prepared by project managers. We develop and plan automated data processing systems from project inception to conclusion, and/or as directed by the HCIDLA Contract Manager. We construct data models and activity/process models to define system functions. We analyze functional business requirements and design specifications for developing programs: develop logical models, block diagrams and logic flow charts; translate detailed design into computer software; test, debug, and refine the computer software to produce the required product; prepare required documentation, including both program-level and user-level documentation; and enhance software to reduce operating time and/or improve efficiency. We coordinate closely with other personnel, to ensure proper development and implementation of program and system specifications. In conjunction with functional users, we develop system alternative solutions. We provide support for the creation, installation, testing, implementation, and ongoing maintenance of information systems. We conduct and document the results of special studies dealing with systems and/or business process issues.			
Program Analysis:			

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SoftHQ's programmer analysts leverage their proven hands-on experience and knowledge of Microsoft Studio, .NET MVC, C#, VB.NET, ASP.NET, XML, XSD, XHTML, LDAP, CSS, JavaScript, jQuery, AJAX, Entity, Use Case specifications, Structured Query Language, Team Foundation Server, MS SQL Server, Web Services and mobile application development to support HCIDLA's housing information systems and inspection information systems. Our SMEs analyze and document requirements for information systems. Our personnel develop and oversee plans for automated data processing systems from project inception to conclusion. We construct data models and activity/process models to define system functions. We analyze functional business requirements and design specifications for developing programs: develop logical models, block diagrams and logic flow charts; translate detailed design into computer software; test, debug, and refine the computer software to produce the required product; prepare required documentation, including both program-level and user-level documentation; enhance software to reduce operating time and/or improve efficiency; and coordinate closely with IT management, other Programmer Analyst, other Agency management, other Agency personnel, to ensure proper development and implementation of program and system specifications. We develop, in conjunction with functional users, system alternative solutions. We provide support for the creation, installation, testing, implementation, and ongoing maintenance of information systems. We conduct and document the results of special studies dealing with systems and/or business process issues.

Business Intelligence:

SoftHQ's BI Specialists leverage their proven hands-on experience and knowledge of major business intelligence and analytics platforms from Qlik, Tableau, Microsoft, IBM, etc. We determine HCIDLA's information requirements and study HCIDLA's requirements and determine if the business processes for gathering, cleansing, and ensure the quality of data are adequate. We analyze options for preparing a BI solution, prepare an analysis document with the recommended solution, work with technical and management resources to develop the best solution, prepare project and operational cost estimates, and present final analysis document and cost estimate to customer for approval. We create design documents for BI solution based on business analysis document. We work closely with database analysts to fine tune the BI solution design including database and data warehouse design. We present design documents to State architects as well as other technical and management resources to provide assurance that State is suggesting the best solution. We present design documents to customer for approval and prototype the solution as designed and presents to the customer for approval. We plan and supervise systems and customer acceptance test activities. We prepare BI application and data warehouse processes for production and provide performance tuning of BI application and data warehouse processes. We educate and conduct continuous communication with end users throughout the project. We manage individual BI projects using project management best practices. We coordinate with project managers responsible for specific projects to ensure that interdependencies between projects are understood and that activities and direction are consistent with the related architecture and standard. We identify organizational change management issues and incorporate tasks in project plans to address the requirements. We develop and administer overall project management plans that establish management and reporting requirements for BI projects. Our personnel delegate tasks to other project team members and monitor performance.

Database Administration:

SoftHQ's DBAs leverage their proven hands-on experience and knowledge of Microsoft SQL RDBMS, Structured Query Language, ODBC, JDBC, XML to support the HCIDLA's housing information systems and inspection information systems. We create and manage database objects according to business requirements. We perform review and tuning of SQL code, perform database tuning and monitoring, monitor and audit database access, and perform Capacity planning. Our DBAs ensure database integrity; schedule database backup; and provide for database recovery. We support development databases including refresh from production databases. Our DBAs transfer and maintain production program code. Our DBAs assist programmers and write conversion programs to support changes in database structure; applies conversions and verifies integrity of converted data. We assist in providing 24-hour coverage for database support and maintain current procedure manuals for the maintenance of databases on existing systems. We provide extensive troubleshooting and problem solving of database and application development issues for applications. We work with other vendors in support of database and administration toolsets enhancements that are beneficial to state applications. We install new and upgrade existing databases and administration toolsets; coordinate with development on testing and implementing enhancements and new features/functions. We assist and train application development and technical staff in database technologies and methods. We design, implementation, and manipulation of database management systems, data

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warehouses, and multidimensional databases and successfully provided the design of relational databases and data manipulation.

Systems Administration:

SoftHQ's System Administrators leverage their proven hands-on experience and knowledge of Windows, Active Directory, Windows File and Print; IIS, SQL Server, Exchange, SAN, VMWare HA, Double-Take, Pancetera, OnBase, Laserfiche, Veeam and cloud platforms such as AWS and Azure to support the HCIDLA's housing information systems and code information systems. We perform installation, monitoring, maintenance, trouble shooting, and repairs of infrastructure systems equipment. We perform server hardware and software upgrade. We support and maintain user account information including rights, security, and systems groups. We assist on the use, interface, and integrations of systems, subsystems, and software applications. We conduct research and evaluate new products. We assist in the procurement and inventory of hardware and software. We provide technical assistance and support for applications and hardware problems. We maintain the necessary security controls for the infrastructure. We prepare evaluations and reports on system efficiency and utilization.

GIS Support:

SoftHQ's GIS Analysts leverage their proven hands-on experience and knowledge of ArcView, Arcinfo, ArcIMS, Google Map and Earth, Microsoft Bing map to support the HCIDLA's housing information systems and code information systems. We design and coordinate development of integrated GIS databases of spatial data. We develop, analyze and present data, apply knowledge of geographic information systems and map projections. We review existing and incoming data for quality and documentation; entry of data into database, application of coordinate geometry, keyboard entry of tabular data, manual digitizing of maps, scanning and automatic conversion to vectors, and conversion of other sources of digital data. We maintain and update databases using GIS software. We perform image rectification/geo-referencing and image manipulation. We develop and maintain links between various databases. We determine effective presentation of information and select cartographic elements needed. We create output, such as maps and graphs, using computer and geographic information system software and related equipment, including plotters. We compile digital data needed to produce maps and convert data as necessary. We determine methods to analyze spatial relationships, including adjacency, containment, and proximity; display results of analyses using maps, graphs, and tabular data. We provide hands-on vendor-specific and customized training to HCIDLA staff and management. As needed, we provide class materials, user guides, and GIS documentation. We utilize agency data in the development of exercises. We analyze and document requirements for data development related to public sector service delivery for a single or multiple related entity. We develop and oversee data development plans from project inception to conclusion. We plan and conduct knowledge transfer to HCIDLA on data creation techniques, coordination, maintenance, and acquisition. We construct data models as may be required to define system. We develop standards for data development and ensure quality standards are met as determined by analysis or HCIDLA direction.

Service Desk Support:

SoftHQ utilizes ITIL v3 and HDI best practices to support and manage Information Technology (IT), Human Resource (HR) and Financial Management (FM) processes and respond to the tickets on-time. SoftHQ provides desktop support services in conjunction with the Service Desk and Help Desk training and mentoring standards. We provide 12-hour basis support desk to HCIDLA through Monday to Friday and 8-hour weekend shifts. SoftHQ provides end-user support and responds to requests received via telephone or e-mail communication and provides immediate access to qualified, knowledgeable service desk during business hours for resolution of all data processing, software and hardware issues. Our service desk services are directly responsible for data maintenance activities to track employee reports and requests associated with system access, mainframe maintenance. Our desktop support services include checking printer queues and processing user forms consisting requests. Our Service Desk Program includes the ability to provide the highest levels of Tier 2 and Tier 3 services that include troubleshooting routines, escalate issues to tier 3, replace out-of-warranty components and systems. We provide Application Service Desk adhering to HCIDLA's guidelines of Change and Configuration Management. Our Tier 3 support incorporated the provisioning of warranty/maintenance information, dispatching service calls and capturing serial numbers of replacement parts. We document all Service Desk tickets from inception to closure and updated the ticket tracker.

Cost Control and Schedule Management: The project is on time and on budget.

Quality of Service: SoftHQ's QMS ensures our quality of service and improvement through compliance with the CMMI practices, ISO 9001:2008 standards. We ensure that existing practices within process areas are secured through the maintenance of process improvement. Annually, in conjunction with ISO standard evaluation, SoftHQ

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examines the process maturity of each process within the program. Also, annually each process is benchmarked against other contracts within the public and private sectors.

Problems Encountered and Corrective Actions Taken: None.

Effective and Efficient Staff Management: Effective staff management begins with the development of SoftHQ's staff management plan, where roles and responsibilities are defined for each position, along with the skills and competencies that the contract requires. SoftHQ has been very successful in hiring highly skilled staff for HCIDLA; this is reflected in our exceptionally low turnover rate on this contract.

3.2 Letters of References

SoftHQ has provided three (3) letters of references in the following pages.

3.3 Corporate Experience

SoftHQ provides efficient and skilled staff for several public-sector agencies such as Los Angeles County Department of Building and Safety, City of Los Angeles Department of City Planning, Employment Development Department – State of California, Department of Resources Recycling and Recovery (CalRecycle) – CA, Los Angeles Housing and Community Investment Department, City of Irvine – CA, City of Murrieta – CA, Orange County Sanitation Department – CA, San Mateo County Transit District – CA, City of San Luis Obispo – CA, United Nations – NY, Monroe County – NY, Miami Dade County Public School – Florida, Commonwealth of Pennsylvania, Massachusetts Department of Environmental Protection, and New York State Office of Information Technology Services Disability and Aging Cluster to name a few. We provided skilled personnel who provided support in accordance with the agencies' requirements. Below table provides an overview of SoftHQ's successfully completed Staffing projects on sizeable Contracts:

Client	Services	Period
Los Angeles County Department of Building and Safety	IT Support Services	Sep 2013 – Sep 2014
Los Angeles Department of City Planning	IT Support Services	Dec 2013 – Dec 2015
Los Angeles Department of City Planning	Contract Programming Consulting Services	Mar 2020 – Feb 2024
Employment Development Department (EDD) – CA	IT Managed Services	Mar 2012 – Feb 2015
Department of Resources Recycling and Recovery (CalRecycle), CA	IT Professional and Managed Services	Dec 2011 – Dec 2016
Los Angeles Housing and Community Investment Department	IT Professional Services	Jan 2018 – Jan 2021
City of Irvine, CA	IT Support Services	Oct 2017 – Sep 2020
Orange County Sanitation Department, CA	IT Managed Services	Jun 2018 – May 2023
San Mateo County Transit District and JPB, CA	On-Call Temporary Staffing Services	Aug 2018 – Jul 2023
County of San Luis Obispo, CA	Pre-Qualifications for IT Business Analysts	Aug 2018 – Jul 2020
City of Murrieta, CA	IT As-Needed Professional Services	Aug 2018 – Jul 2021
Metropolitan Water District of Southern California	Agency Temporary Services	Oct 2018 – Sep 2021
Sonoma County Water Agency, CA	As-Needed IT Infrastructure and Support Services	Mar 2019 – Feb 2024
Sonoma County Water Agency, CA	As-Needed Database and Web Development	Sep 2020 – Aug 2024
Santa Clara County, CA	Healthcare IT Support Services	Apr 2019 – Mar 2024
Santa Clara County, CA	IT Professional Services	Aug 2019 – Jul 2024
North County Transit District, CA	IT Staffing Services	Apr 2019 – Mar 2022

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The Regents of the University of California	Non-IT Temporary Professional Services	Nov 2019 – Oct 2024
City of Anaheim, CA	Temporary Personnel Services	Jan 2020 – Dec 2024
California Public Employees' Retirement System	IT Consultants Spring Fed-Pool	Apr 2020 – Mar 2025
Golden Gate Bridge Highway and Transportation Authority	On-Call Temporary Staffing Services	Jun 2020 – May 2024
City of San Diego, CA	SAP Consulting Services	Jun 2020 – Mar 2024
State of California – Department of Public Health	IT Support Services	Sep 2020 – Aug 2024
NYS Office of IT Services Disability and Aging Cluster	IT Engineering Services	Sep 2016 – Sep 2018
United Nations, New York City, NY	IT and Admin Services	Sep 2012 – Sep 2015
Monroe County in NY	IT Professional and O&M Services	Mar 2011 – Mar 2013
Capital District Transportation Authority, NY	Information Technology Professional Services	Jun 2018 – May 2023
University Hospital of New Jersey	Temporary IST Staffing Services	Jun 2020 – May 2023
Missouri Department of Transportation	IT Professional Services	Aug 2017 – Jul 2020
Commonwealth of Pennsylvania in PA	IT Support Services	May 2012 – Apr 2015
The School District of Philadelphia	Temporary Staffing for Professional Services	Dec 2018 – Nov 2021
Pennsylvania's State System of Higher Education	Temporary Staffing Services	Apr 2020 – Mar 2024
Massachusetts Department of Environmental Protection	IT Professional Services	Sep 2012 – Present
City of Toledo in OH	IT Managed Services	Jan 2013 – Dec 2014
Arizona State University, AZ	IT Services	May 2016 – Present
City of Buckeye, AZ	On-Call IT Design, Support and Installation Services	Aug 2018 – Jul 2023
City of Phoenix, AZ	IT Professional Services	Jul 2019 – Jun 2020
University of Arizona	IT Services Staff Augmentation	Sep 2019 – Aug 2024
Laramie County School District in WY	Staff Augmentation Services	Jun 2011 – May 2014
Clark County in Las Vegas NV	Temporary Staffing Services	Aug 2011 – Jul 2013
City of Henderson, NV	Information Technology Staffing Services	Jun 2019 – May 2024
Miami Dade County Public School in Miami, FL	IT Managed Services	Jan 2013 – Dec 2014
City of Coral Springs, FL	Temporary Employment Services	Jan 2020 – Dec 2023
State of Florida Department of Management Services	IT Support Services	Aug 2020 – Jul 2024
State of Idaho Department of Health and Welfare	Temporary Staffing Services	Sep 2016 – Sep 2017
Federal Home Loan Bank of Dallas, TX	IT Professional Services	Jun 2018 – Present
Lower Colorado River Authority, TX	IT Managed Services	Sep 2018 – Aug 2022
San Antonio Water System, TX	IT Consulting and Technical Support Services TO Contracts	May 2018 – Apr 2023
Houston Independent School District, TX	IT Contractors	May 2019 – Apr 2024
Houston Independent School District, TX	IT Recruiting Services	Jun 2019 – May 2024
Education Services Center Region 20, TX	Temporary Labor Services	Jul 2020 – Jun 2024
World Bank	IT Support Services	Jan 2018 – Apr 2019
City of Stillwater, OK	Temporary Staffing FY19	Jul 2018 – Jun 2021
City of Chesapeake, VA	Temporary Staffing Services	Nov 2018 – Oct 2021
Fauquier County, VA	IT Consulting Services On-Call/As Required Services	Sep 2018 – Aug 2022

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Arlington County, VA	Information Technology Staff Augmentation	Nov 2019 – Oct 2024
Hennepin County, MN	IT Consulting Services Program	Nov 2018 – Oct 2021
State of Maryland Department of Education	Temporary Help Services	Oct 2018 – Sep 2021
Newberry County School District, NC	IT Temporary Professional	Sep 2018 – Aug 2021
City of Everett, Washington – Community Transit	On-Call IT Consulting Services Roster	Nov 2018 – Oct 2021
Washington Health Benefits Exchange, WA	IT and Professional Services	Dec 2019 – Nov 2023
Pierce Transit, City of Lakewood, WA	Temporary Staffing Services	May 2020 – Apr 2025
State of Vermont – Dept of Buildings and General Services	Retainer Contract Opportunity for IT Services	Mar 2019 – Feb 2022
State of Kansas Department of Administration	IT Services	May 2019 – Apr 2024
State of Kansas Department of Administration	Temporary Staffing	Apr 2020 – Mar 2025
State of Kansas Department of Administration	IT – Temporary Staffing	May 2020 – Apr 2025
Douglas County College District RE1, CO	IT Staff Augmentation	Aug 2019 – Jul 2024
Oakland County Purchasing Division, MI	IT Professional Services	Sep 2019 – Aug 2024
Wayne County Airport Authority, MI	IT Staffing and Project Services	Oct 2019 – Sep 2024
Metropolitan Nashville Airport Authority, TN	Temporary Staffing Agency Services	Dec 2019 – Nov 2022
Proposer Portland, OR	On-Call Temporary Personnel Services	Jan 2020 – Dec 2023
State of Montana – Department of Administration	Master Contract for IT Services	Apr 2020 – Mar 2023

Below are the snippets of SoftHQ's experience showcasing successfully delivery of IT Services' projects varying with different requirements on sizable contracts.

LA County Department of Building and Safety (Sep 2013 – Sep 2014)

SoftHQ provided IT Support Services for Los Angeles County Department of Building and Safety to fulfil their requirements for Database Administrator, Network Administrator, Tier 1 and Tier 2 Helpdesk Support Personnel, and QA Analyst. SoftHQ performed this Firm-fixed price contract using CMMI ML5 best practices based on PMI's PMP and PMBOK, and ISO 9001. Our personnel managed SQL databases and provided support for 2000 workstations and 300 virtual desktops.

City of Los Angeles Department of City Planning (Dec 2013 – Present)

As the prime vendor, SoftHQ partnered with the City to provide "IT Support Services" and best-in-class analytical and research expertise to support the applications of the Department. We provide SMEs to support the existing programs and City leadership in the establishment of modernized environment. Our support includes program services, program administration, communications, IT, and management support. Our personnel provide full-suite systems development and IT support to the Department and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the Department needs. Our personnel use an iterative approach to system development that addresses the City's need for flexibility and responsiveness to changing priorities.

New York State Office of IT Services Disability and Aging Cluster (Sep 2016 – Sep 2018)

As part of our IT Engineering Services contract, SoftHQ as a Prime Contractor provides Project Management, Enterprise Solutions Engineering, Systems Integration, Information and Data Engineering, and Software Engineering to NYS ITS Disability and Aging Cluster. SoftHQ supports DA Cluster's goal to improve its IT business processes and implement new capabilities

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to provide better services to its customers. We use a fully integrated project schedule and the Team Track helpdesk ticket system to foster a performance-based culture, resulting in higher productivity from employees.

SoftHQ provides highly skilled IT engineering services for the DA Cluster's mainframe, distributed and telecommunications environments. SoftHQ provides comprehensive services across the areas of program and project management, infrastructure engineering, data center engineering, security engineering, network engineering, and quality assurance support. SoftHQ assists the DA Cluster with payment processing for over 14 million people with more than \$100 million in disability benefits and Supplemental Security Income payments. We maintain and secure mission-critical IT infrastructure that supports the DA Cluster's workforce of more than 150,000 employees nationwide across 50 State offices.

Arizona State University (May 2016 – Apr 2018)

SoftHQ provided IT Services for Arizona State University in the successful implementation and migration of enterprise-wide ASU's IT Systems. Our support also included areas of Custom computer programming services, systems integration design services, Computer systems facilities management and operation services, computer software training, helpdesk, and office administrative services.

Also, our SMEs provided expertise on financial systems leveraging the experience and knowledge on Workday Report Designer, Enterprise Interface Builder (EIB), Document Transformation, xml/xslt transformations, and Workday Studio. Our experts designed, developed, and integrated the Mulesoft Enterprise Service Bus as part of this Fixed Fee performance-based project. Because of our in-depth knowledge of how Mulesoft is structured and used across financial sector, our understanding of SAFe, and our proven ability to improve effective use of FMS at the University, our team has been instrumental in affecting efficient tool implementation and secure business processes to govern critical data.

Employment Development Department (EDD) – State of California (Mar 2012 – Feb 2015)

SoftHQ provided IT Managed Services for Employment Development Department to fulfil their requirements for Infrastructure Engineering, Security Services, Network Administration, Helpdesk Support Personnel, and Database Design Administration. We maintained and secured mission-critical IT infrastructure that supports the EDD's workforce of more than 10,000 employees across the State. We deliver high quality contract systems staff to assist on projects to meet the following criteria: information technology projects requiring unique skills not possessed by available EDD staff; and projects that are of an urgent or time-sensitive of nature.

Commonwealth of Pennsylvania in PA (May 2012 – Apr 2015)

SoftHQ was instrumental in providing a fully integrated team of personnel to support Commonwealth's IT Support Services. We addressed their mission critical needs by providing highly skilled, integrated teams of cleared personnel ensuring the seamless continuation of Web Application Development and Help Desk Support Services, review of performance standards, and AQLS. We identified all key personnel deemed critical to manage the overall performance of Common Wealth's contract addressing Portfolio Management, IT Governance, IT Support, Quality Management, and Change Management.

United Nations, NY (Sep 2012 – Sep 2015)

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SoftHQ provided IT and Administrative Services for UN in the areas of custom computer programming services, systems integration design services, computer systems facilities management and operation services, Project Management, Application Development, computer software training, administrative management and general management consulting services, and office administrative services. We deliver high quality contract systems staff to assist on projects to meet the following criteria: information technology projects of limited duration which do not justify the addition of permanent staff; required unique skills not possessed by available UN staff; and projects that are of an urgent or time-sensitive of nature.

City of Toledo in OH (Jan 2013 – Dec 2014)

SoftHQ offered IT Specialists for Software Services which included planning, business process re-engineering and workflow analysis, data migration services, systems testing, integration testing, installation, configuration, set-up activities that were having performance problems, quality assurance, planning, testing and deployment of COTS software upgrades, re-configurations and re-installation of COTS software environment, and customizations across City's enterprise as part of IT Managed Services.

Gwinnett County in Lawrenceville, GA (Mar 2011 – Feb 2012)

SoftHQ provided On-call IT services for Gwinnett County in the successful implementation and migration of enterprise-wide County's IT Infrastructure. To meet the ever-changing application development requirements and to deploy mission critical software releases on time, SoftHQ used CMMI ML5 – DEV processes that are tailored to meet the County's Software Development Life Cycle and enterprise architecture requirements. We supported various applications - Commercial Off the Shelf (COTS), managing all COTS applications in County with .Net, JAVA, and SQL technologies along several high-profile mainframe applications, COTS implementation and integrations; such as SharePoint, SQL, and Oracle.

In lines with County's Software Development and Life Cycle Management (SDLCM), SoftHQ successfully conducted JAD sessions, designed, coded, tested and implemented a customized web-based solution. SoftHQ developed a Requirements Traceability Matrix (RTM) outlining how the design maps to the overall system requirements. We configured the baseline parameters based on the design specifications, created necessary custom components based on the design specifications. We demonstrated the overall solution to the project key stakeholders. We created a test plan and test cases for User Acceptance Testing (UAT), performed the UAT, certified the solution and acquired sign-off from the Contracting Officer, and prepared for production cut-over.

Monroe County in NY (Mar 2011 – Mar 2013)

SoftHQ provided IT Professional and O&M Services in the support of end user driven requirements elicitation, design, user interface prototyping and development, business layer development, validation and production of user interface development templates and user interfaces. Our SMEs provided Monroe County professional information technology (IT) services to support the full lifecycle for the COTS application. Our services included: Project Management, Production Support, Software Development/Enhancements, Database Administration, Test and Evaluation, Security Support, Change, Configuration and Release Management (CCRM), 508 Testing and Compliance, Operations support for production issues and referrals from the County Help Desk, and support for special reports and constant monitoring of databases.

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Laramie County School District in WY (Jun 2011 – May 2014)

SoftHQ provided IT Staff Augmentation Services for Laramie County School District in delivering reliable and secure software application development, database design and development, database administration, systems integration, knowledge management, help desk support, network administration, and critical infrastructure and information assurance. SoftHQ was instrumental in providing a fully integrated team with expertise and knowledge to support the County. SoftHQ effectively governed the contract through implementing management practices based on PMI's PMBOK, and ITIL v3, program management tools, and executing technical tasks using our ISO 9001:2008 – complaint Quality Management System while delivering continuous improvement with CMMI ML5 practices. These IT support services were integrated throughout the IT lifecycle including application development, maintenance, system integration, systems engineering and infrastructure management.

Clark County in Las Vegas NV (Aug 2011 – Jul 2013)

As part of IT Staff Augmentation Services, SoftHQ provided SharePoint application support, employee skills as well as support from the corporate experts. SoftHQ provided SharePoint Operations and Management using ITIL V3 principles and Microsoft Best Practices. While performing routine administration, SoftHQ continuously looked for ways to improve the overall infrastructure. We assessed the current state of the SharePoint by performing a gap analysis against Microsoft Best practices and identified capacity and performance bottlenecks. We provided software and hardware troubleshooting and problem resolution support for Web based Portal environment. SoftHQ performed installation, configuration and deployment of SharePoint Portal servers for development and production environments. We created automated installation packages of client portal software by coordinating with COR and gathered all the details for the software and hardware specification and its functional requirement. SoftHQ maintained documentation of all the installation carried, details of any failed installations, revisions and updates required for the software.

SoftHQ performed administration and maintenance tasks such as installation, configuration, deployment upgrading, patching, system monitoring, performance analysis and tuning of SharePoint and its related systems. Additionally, SoftHQ performed activities such as site creation, provides technical expertise in new systems development, new feature or function evaluations, and enhancement of existing systems.

Bernalillo County, Albuquerque in NM (Jan 2012 – Feb 2013)

SoftHQ provided IT As-Needed Services for Bernalillo County in the areas of core Enterprise Operations, Event Monitoring and Management, Performance Monitoring, and Analysis as well as being the mission drivers for Data Services, Data Administration, and Database Management; Mission and Business Systems Services, Administration, and Management; and Enterprise Shared Application and Infrastructure Services, Administration, and Management. Field Service Support staff members also provided these services providing service support for servers, storage devices, and core applications running on County's infrastructure. SoftHQ provided Enterprise Hardware Maintenance and Repair; and Mission and Business Systems Services, Administration, and Management. Our Storage Administration and Management team provided regional- and enterprise-level storage and backup support for the County and its customers. Our team also provided Service Delivery Center, Data Center, and Equipment Room IT Management services.

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When we had issues with patching domain controllers using established procedures, we recommended using System Center Configuration Manager (SCCM). This resulted in the team meeting County IA requirement for a readiness inspection three (3) weeks ahead of schedule and ultimately led to County adopting SCCM as its primary patching method, which reduces the cost of maintaining two systems and sets of personnel.

Department of Resources Recycling and Recovery (CalRecycle), CA (Dec 2011 – Dec 2016)

SoftHQ provided IT Professional and Managed services including Program Management, Network Services, Database Administration, Helpdesk Support Personnel, System Software Administration, Quality Assurance, Identity and Access Management, Business Intelligence services to the Department. SoftHQ provided IT solutions to support the Department in meeting its goals, objectives, getting in compliance with ITIL and CMMI-Dev ML5. With 21 On-Call SoftHQ employees, we were responsible in 50 different complex IT systems that were continually managed, upgraded, and enhanced to meet Department's business objectives and day-to-day operations.

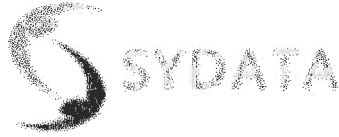
We developed, tested, and installed the Next Generation Desktop Environment (NGDE), an end-to-end solution that delivers a personalized and customized Windows environment to 14,796 users, optimized for high performance. NGDE Tier 3 engineering support, and (most recently) Tasks included Citrix System Management / Load Balancing, Application / Server Troubleshooting, Server Deployment, Software Deployment, Operating System Patching, Third-Party Application Patching, Anti-Virus Updates, System Backup Management, and Software Metering/Licensing. We included many systems security features not found in other thin client solutions, such as separation of root privileges, label-based access controls, type enforcement, and multi-level security policy. This enhanced security ensured that our solution is protected against insider threat as well as external attacks. For each of these solutions, we developed prototypes using our dedicated lab facilities, and we provided maintenance / user manuals, standard operating procedures, and customized customer training.

State of Idaho Department of Health and Welfare (September 2016 – September 2018)

As the prime vendor, SoftHQ partnered with the DHW to provide "Information Technology Professional Services" and best-in-class analytical and research expertise to support the applications of the DHW. We provide SMEs to support the existing programs and DHW leadership in the establishment of modernized environment. Our support includes program services, program administration, communications, IT, and management support. Our personnel provide full-suite systems development and IT support to the DHW and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the DHW needs. Our personnel use an iterative approach to system development that addresses the DHW's need for flexibility and responsiveness to changing priorities.

3.4 History of Contract Terminations

SoftHQ confirms that since its inception it never had any contract terminations either for default or other incident during the last ten years. SoftHQ confirms that it never had an instance to stop services for non-performance or poor performance, and never has been either litigate or has pending or ongoing litigations and never has a history of settlements.



September 10, 2020

Re: SoftHQ, Inc. (SoftHQ) Recommendation Letter

To Whom It May Concern:

I am writing this letter of recommendation to express my satisfaction with the information technology professional services that have been provided to the Arizona State University by SoftHQ.

As a subcontractor to Sydata, Inc., SoftHQ delivers a wide range of IT services within the ASU enterprise as well as affiliated local and state planning departments. These support services are integrated throughout the entire IT lifecycle, including but not limited to Research Analysis, Project Management, Application Development and Administration, GIS Administration, Business Intelligence, Database and Storage Administration, Server Management, Network Administration, Service Desk Support, Security Administration, Systems Engineering, and System and Software Administration.

If you have any questions, please call me at (858) 295-4568, or send an email to priya@sydatainc.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Krishnapriya Soundararajan'.

Krishnapriya Soundararajan
HR Manager



September 11, 2020

Re: SoftHQ, Inc. (SoftHQ) Recommendation Letter

To Whom It May Concern:

I am writing this letter of recommendation to express my satisfaction with the information technology professional services that have been provided to the Federal Home Loan Bank of Dallas by SoftHQ as a subcontractor.

Since June 2018, SoftHQ has been providing highly qualified SMEs to support the existing programs and FHLB leadership in the establishment of modernized environment. SoftHQ's support includes program services, program administration, communications, IT, and management support. SoftHQ's personnel provide full-suite systems development and IT support to the FHLB and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the FHLB needs. SoftHQ's personnel use an iterative approach to system development that addresses the FHLB's need for flexibility and responsiveness to changing priorities. These support services are integrated throughout the entire IT lifecycle, including but not limited to, Project Management, GIS Administration, Business Intelligence, Database Administration, Server Management, Network Administration, Service Desk Support, Security Administration, Systems Engineering, and System and Software Administration.

If I can answer any questions for you, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alekhya'.

Alekhya Gummadi
Sr. Accounts Manager – Federal & State Contracts
(858) 295-4900 Ext: 206
alekhya@sydatainc.com



10620 Falcon Way #230, San Diego, CA 92131 USA | P: (916) 587-1212 | www.silverline.com

September 14, 2020

To Whom It May Concern:

Re: SoftHQ, Inc. (SoftHQ)

As a frequent user of SoftHQ I am writing this letter as a recommendation and reference for SoftHQ.

As a subcontractor to us on the MassDEP contract, SoftHQ has provided temporary personnel possessing strong Information Technology skillsets in the areas of Enterprise Architecture, Data Center Management, Business Process Re-engineering, Web Application Development and Maintenance, Systems Engineering and Administration, Quality Assurance, Identity and Access Management, Storage Administration, Business Intelligence services. Currently, with 21 On-Call SoftHQ employees, we are responsible in 50 different complex IT systems that are continually managed, upgraded, and enhanced to meet MassDEP's business objectives and day-to-day operations. SoftHQ employees performed their work well and on schedule, and with successful results.

I am very pleased with SoftHQ's services, and integrity. Based on my expertise with SoftHQ, I would use their services again whenever circumstances permit.

If you have any questions, you may contact me at (619) 905-5977, or send an email to naga@silverline.com.

Sincerely,

Naga Chaitnaya
Senior Account Manager

State of West Virginia
Department of Administration

SoftHQ, Inc., Sep 18, 2020
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Centralized Request for Quote for Temporary IT Staffing Services for WV DHHR / OMIS

4 KEY PERSONNEL RESUMES

4.1 Senior Web Application Analyst – Lavend C. James

Senior Web Application Analyst – Lavend C. James	
Education	<ul style="list-style-type: none"> Information Systems Specialist Certification, The George Washington University, Washington, D.C Electronics Technician Certification, Washington Technical Institute, Washington, D.C
Languages	<ul style="list-style-type: none"> ASP.Net; VB.Net; VBA; VB Script; Jscript; Transact-SQL
Internet	<ul style="list-style-type: none"> Microsoft Internet Information Server 7.0 (IIS); Microsoft Edge; .Net 4.5; VB.Net; ASP.Net; Visual Studio 2017; Web Services; Java Scripting; JAWS 508 Compliance Testing Utility; HTML; XAML; XML; AJAX; JSON
Legacy Systems	<ul style="list-style-type: none"> Classic ASP; Visual Basic 6.0; Microsoft Access; Visual Interdev; SOAP 3.0; COM; DCOM; MSMQ; MTS, COM+; Windows 3.1; NT 3.51 and 4.0; MSDOS and Pascal; C, MS Basic, Dbase, FoxPro and Clipper
Summary	
<p>Mr. Lavend C. James is a Web Developer with over 25 years' experience. He has extensive experience in maintaining and migrating legacy classic ASP/VB 6 web and desktop applications to the .Net framework. Mr. Lavend provided online airline ticket purchases, hotel and car rental reservations, expense reporting and travel planning for federal government employees. He developed middle-tier business components, ASP and Stored Procedures for the Global Symposium III project, a financial application developed by the PwC Transfer Pricing Specialists to track corporate assets of US companies operating overseas.</p>	
Work Experience	
<p>Alltech International, Internal Revenue Service (IRS) – MD, Sr. Web Developer Mar 2014 – Present</p> <p>The IRS, Enterprise Telephone Database (ETD) is a data warehouse and reporting system that collects raw taxpayer call center data from the Verizon and AT&T telecommunication companies. Each tax season, IRS call centers process millions of calls from taxpayers seeking information; help with filling taxes and other tax matters. The ETD backend ETL processes transforms raw (flat file) call center data into meaningful information that measures the Level of Service (LOS) that the IRS are providing its customers, the tax payer.</p> <p>The backend ETL processes aggregate and load the ETD reporting databases with summarized call center data that are retrieved and viewed through a legacy (Classic ASP) reporting website.</p> <p>As a member of the .Net migration team, Mr. James primary responsibility is to develop a SOA solution to (1) replace the existing stovepipe, classic ASP site and (2) develop an interface that exposes call center data to ETD business partners and the IRS enterprise at large.</p> <ul style="list-style-type: none"> Designed and developed the ETD reporting services to allow business units within the IRS enterprise to seamlessly integrate ETD reporting functionality and call center data into their own products and services <ul style="list-style-type: none"> VB.Net ASP.Net SOAP, WSDL Web Services, IIS7, XML, JSON, Microsoft JavaScriptSerializer, SQL Server 2014, Windows 2008 server Designed and developed a Windows Service (formally NT Service) to process long executing reports in the background asynchronously <p>The ETDAsyncReportingSvc (Windows Service) uses Microsoft Message Queue (MSMQ) to process long running reports asynchronously. The user selects 'Run in Background' from the front-end; a MSMQ message is sent to the ETDAsyncReportingSvc queue and the requested report is processed in the background.</p> <p>The ETDAsyncReportingSvc event handler retrieves the message from the queue, deserializes the XML encoded request, instantiates the ETD Reports API, processes the report and outputs the result using the Excel API. A link (URL) to the Excel report file is emailed to the requestor.</p> <ul style="list-style-type: none"> VB.Net, .Net 4.5, MSMQ, Windows Service, IIS7, Windows 2008 Server Designed and developed a SQL Server Management Objects (SMO) Utility that allow the ETD developers to trouble-shoot the ETL databases in the production environment <p>The utility include key SQL Server Management Studio features and functionality needed to trouble-shoot and fix backend issues as they occur. IRS security policy will not allow direct access to the production databases so SQL Server Management Studio cannot be used. The SMO utility connects to the production databases using authorized ETD reporting website connection strings.</p> 	

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The utility allows developers to create and modify database objects (Stored Procedures, User Defined Functions, Tables, Views, etc.); run ad hoc SQL queries, start and stop SQL Server jobs and other tasks in the production environment.

The SMO utility is a Windows application that resides on the developers' desktop.

- VB.Net, SMO, .Net 4.5, Windows Application

- Conducts requirements analysis to determine end user and other stakeholder business needs to enhance and improve the ETD reporting system user experience
- Designs databases using Erwin and Visio to prepare 3NF logical and physical ERD models. Creates and maintains stored procedures, user defined functions, views, tables and complex SQL queries. Defines primary, foreign and unique key constraints to enforce referential integrity at the table level. Defines non-clustered indexes to enhance and optimize database performance
- Designs, creates and maintains (UI) HTML pages using ASP.Net, Web-Form Post-back design patterns. Code page functionality: user inputs and system responses; edit checks and input validation rules to ensure the consistency of user input being submitted; Developed JSON and XML serialization routines; Regular expressions to parse SQL Injection; Error handlers and page navigation
- Followed the SDLC and Scrum/Agile software development methodologies performing weekly sprints
- Corrects programming logic errors, bugs and other defects reported by the ETD business analyst and subject matter experts
- Troubleshoots and resolves technical issues as they occur in the ETD production websites and databases
- Performs Unit, Integration and User Acceptance Tests (UAT) to assure the correctness and quality of the product and services that are delivered to the ETD end users, the US Congress and ultimately the Tax payer
- Prepares test script, design documents, data maps, matrices, entity diagrams and other artifacts required by the CMMI process

Intervise Corporation, NTIA – MD, Sr. Software Engineer

Mar 2012 – Mar 2014

Provided software development and maintenance support services for the NTIA, Equipment Location Certification Information Database (EL-CID) application software. <https://www.ntia.doc.gov/el-cid-support-center>

The EL-CID software automates the creation and maintenance of spectrum certification applications for major U.S. Federal telecommunication systems along with their supporting equipment and location data. EL-CID is a 20-year-old legacy, Windows desktop application, written in Visual Basic 6.0 and Microsoft Access.

Migrated the EL-CID desktop stand-alone product to the web (ASP.Net).

- Conducted a study and analysis to define the scope of work, level of effort and cost needed to migrate the EL-CID legacy code to the .Net 4.0 framework
- Designed and coded ASP.Net web forms and pages to replace the EL-CID, VB60 desktop screens
- Ported the EL-CID business logic, formulas, functions and algorithms to the business layer, WSDL/SOAP services
- Redesigned and normalized the EL-CID local data stores and migrated the Microsoft Access data to relational SQL Server 2012 databases
- Performed unit testing on all changed code modules before promoting modifications to the next level of QA and the UAT process
- Performed coding rework as necessary to assure that the best quality product is delivered to the customer bug free and met the highest level of expectation
- Developed new UI features and functionality to enhance usability and improve the thin-client browser experience that replaced the rich desktop legacy software
- Troubleshot issues, performed bug fixes and corrected defects as they were reported by the QA teams during system integration and user acceptance test phases of the EL-CID SDLC process
- Developed, coded and maintained complex SQL queries, stored procedures and user defined functions. Designed and created new databases, tables and constraints to enforce referential integrity at the database level. Developed and maintained data import and export routines to archive and restore historical data
- Designed, developed and maintained a suite of web services that provided an API to external systems and other government agencies that have a need to consume Spectrum Frequency Analysis data
- Successfully developed a working asynchronous background, compliance check process that greatly improved the overall performance of the EL-CID desktop application. The NT service used Microsoft Message Queue (MSMQ) to respond to compliance check requests on a backend application server and send the results back to the client via the HTTP protocol

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- Adhered to best practices, coding standards as established by the Microsoft Coding Guidelines and Standards released as of March 17, 2012
- Maintained the EL-CID Microsoft Access databases; created tables when applicable, modified existing table structures, created and maintained indexes
- Prepared system documentation, user manuals and other deliverables pertaining to an EL-CID software release
- Managed the EL-CID software release and version control process. Prepared Install Shield installation compact disks during the SDLC build and code promotion cycles. Prepared the final EL-CID release and deployment package for distribution via the NTIA FTP website

Pante Technology Corporation, U.S. Dept. of Justice – DC, Sr. Web Developer

Mar 2010 – Mar 2012

The US Dept. of Justice, Office of the Investigator General (OIG) receives an annual operating budget which was distributed to each of its division offices. Within each division those funds were further allocated to the travel, training, supply and equipment expense categories. The OIG has an urgent business need to effectively track and manage these expenses for each of its division offices.

As a member of the DOJ IT software development team, Mr. James' primary duties and responsibilities on the project were the full life cycle development of the Budget, Equipment, Supply, Travel and Training System (BESTTS). A financial management application developed in response to the agency's need to automate and improve its current budget reconciliation and expense reporting processes.

Specific tasks performed in support of BESTTS and iGuardian mobile app development efforts were as follows:

- Gathered requirements by conducting face-to-face meetings and interviews with end-users and stakeholders to discover the government's business needs in the area of financial management and expense reporting
- Prepared Functional Requirements Documents (FRDs) to identify and document business rules, formulas, calculations, data specifications, inputs, processes, reports, actors/roles, use cases and security requirements
- Prepared system design documentation based on the requirements and system functionality
- Prepared Sequence, Work-Flow and Process-Flow diagrams, Object Models and Entity Relationship Diagrams and other documentation as required
- Conducted periodic design reviews with the development team and government stakeholders to assure that the solutions proposed meet the OIG financial management requirements and the government's expectations
- Performed end-to-end coding and related software development task:
 - Presentation Layer
 - User Interface (UI), performed HTML page layout and design. Coded browser side DHTML, Java Script and CSS using Visual Studio 2010;
 - Business Layer
 - Developed, coded, tested, debugged and deployed business-tier web services written in VB.Net, Visual Studio 2010, .Net 4.0;
 - Developed, coded and tested the data services layer. These services processed pass-through SQL statements, called stored procedures and marshaled data back to the client via serialized dataset objects (XML);
 - Developed Windows Form, Console, Mobile and Web SOAP test harnesses to assure that the services functioned properly across all consumer platforms;
 - Data Layer
 - Designed relational, OLTP databases using the Erwin and Visio modeling tools. Developed efficient normalized (3NF) data models that employed constraints and rules to ensure that referential integrity was enforced and maintained at the database level and not compromised;
 - Forward engineered physical Microsoft SQL Server 2005 databases from Erwin and Visio models, developed, coded and tested database Stored Procedures, Triggers and User Defined Functions using ANSI compliant SQL to assure scalability and to simplify future database migrations and upgrades;
 - Developed custom written data export/import routines when applicable and Data Transformation Service (DTS) packages to import historical user data during the database initialization and deployment phase of the project;
 - Utilized Microsoft SQL Trace and other monitoring tools to: Identify throughput bottle necks; Debug and optimize long running queries; and fine tune databases during the performance and capacity testing phases;

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- Conducted and participated in code reviews to assure that each unit of code adhered to best practices and coding standards as defined by Microsoft in the Coding Techniques and Programming Practices for .Net Applications publication
- Prepared test scripts and participate in the User Acceptance Test (UAT) process by providing technical support and guidance to the Quality Assurance team (QA) and end-user testers
- Prepared the BESTTS User Manual, Data Migration Plan, Deployment Plan and the Data Backup and Recovery Plans in preparation of the final software release

Visionary Integration Professionals (VIP), HUD/FEMA – VA, Sr. Web Developer May 2008 – Mar 2010

As Sr. Software Developer, Mr. James was responsible for the development, ongoing maintenance and technical support of the Disaster Information System (DIS) web site. His daily responsibilities were as follows:

- Provided full SDLC services to our government client (HUD) in support of the DIS web-based application;
- Met with the DIS user community and other stake holders regularly to gather software requirements and user needs. Prepared Functional Requirement documentation, Use Cases and other artifacts to accurately assess and documented the government's software needs in the area of the DIS application;
- Prepared Detail Design documentation as well as working prototypes when applicable to assure that what were delivered met or exceeded the customer's requirements and expectations;
- Performed detailed analysis to determine the best approach to solving technical problems when they arise;
- Adhered to proven coding best practices. Assured that work was in compliance with industry standards and the guidelines as set by the HUD DCG Information Technology group;
- Performed ASP, HTML, VBScript, Jscript, XML, Visual Basic and Transact-SQL coding duties as required; Developed new and maintain existing Microsoft Transact-SQL stored procedures, Triggers, SQL queries and DTS script; Developed new and maintained existing Active Server Pages (ASP) written in the Visual Basic programming language; Developed and maintained COM routines to support the distributed, multi-tier object model; Developed and maintained browser side Java Script, HTML and Dynamic HTML;
- Prepared test scripts and performed unit and integration testing to assure that the system functions correctly and was free of defects;
- Coordinated with other members of the team to ensure the successful promotion and deployment of software deliverables through the Unit, Integration and UAT test cycles;
- Reviewed all deliverables (code, database modifications and enhancements, design documents, release notes, test cases and assessment packages) to assure that all artifacts were correct, complete and of an acceptable standard for the customer;
- Provided technical direction, instruction and assistance to the team to solve technical issues and challenges when needed;
- Prepared weekly and monthly status reports. Reported project progress as well as technical concerns and issues to VIP management and the government client

4.2 Web Application Analyst – Varalaxmi Prasad

Web Application Analyst – Varalaxmi Prasad	
Education	<ul style="list-style-type: none"> MS (Computer Science) – [GPA 3.58] – Pace University, White Plains, New York BS (Electrical Engineering) – Bangalore University, Bangalore, India
Technical Skills	<ul style="list-style-type: none"> ASP.NET 4.5.2, C#, VB.NET, Visual Studio 2017, Microsoft Team Foundation System 2017, Entity Framework 4.1, Razor, JavaScript, and JQuery
Security Clearance	<ul style="list-style-type: none"> Active Secret Clearance
Summary	
<p>Ms. Varalaxmi Prasad is a Senior Software Developer with over 16 years of progressive Information Technology (IT) experience in various web development technologies, Database design and data analytics. She brings several years of expertise in design, development and testing of numerous software applications including Behavioral Health Assessment, eProfile, Health Readiness Record and Dental Classification for US Army. In addition, she was involved in the database design and implementation for the web applications using SQL 2008. She brings recent experience on ETL Development using SSIS package on Microsoft Integration Services platform for data warehousing, data load and reporting</p>	
Work Experience	
ASM Research, Sr. Web Developer	Jul 2016 – Present

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- Responsible as a senior team member for software life cycle of next generation Health Readiness Record web application for U.S. Army Reserved Component using Microsoft .NET 4.5.2 with Visual Studio 2017 and Microsoft Team Foundation System 2017, Microsoft SQL Server 2008, Entity Framework 4.1
- Worked on Web API service based with client certificate authentication for digital data transfer with data model validation. Worked on configuration and testing of Web API service
- Responsible for managing peer trust and chain trust certificate based WCF Services using XCA/XDR standards in Visual Studio 2017 for document exchange between HRR and HAIMS (Health Artifacts and Image Management Solution)
- Worked on creating window services to automate data exchange using WCF services based on certificate authentication
- Worked on developing SQL scripts to generate HRR ad hoc reports
- Worked on existing ETL Development using SSIS package on Microsoft Integration Services 2008 to modify handling of STR Composite request archives, deleting archived files from file system with configurable variables to control number of attempts and dates
- Responsible for configuring and testing WCF services to exchange documents between HRR and HAIMS

ASM Research, Web Developer

Apr 2013 – Jul 2016

- Participated as a senior team member in the software life cycle of Dental Classification web application for U.S. Army Reserved Component using Microsoft .NET 4.5.2 with Visual Studio 2017 and Microsoft Team Foundation System 2017, Microsoft SQL Server 2008, Entity Framework 4.1
- Responsibilities for DenClass/Health Readiness Records projects during Technical Lead's absence
- Worked on Web API services based with token-based client authentication for data exchange
- Developed peer/chain trust certificate based WCF Services using Visual Studio 2013 for external and internal use
- Developed web service using Visual Studio 2013 for internal use
- Worked on ETL Development using SSIS package on Microsoft Integration Services to load Task Force Soldier data
- Developed and test SQL scripts for migrating DenClass application data from legacy to next generation
- Worked on writing SQL queries to generate ad-hoc DenClass reports for Management

ASM Research, Web Developer

Oct 2011 – Apr 2013

- Participated as a team member in the software life cycle for Behavioral Health Assessment application (BHDP) for U.S. Army using Microsoft .NET 4.0, MVC3 with Visual Studio 2010 and Microsoft Team Foundation System 2010, Microsoft SQL Server 2008, Entity Framework 4.1, Razor, JavaScript, JQuery etc.
- Worked on ETL Development using SSIS package on Microsoft Integration Services platform for data warehousing
- Worked on developing web services for receiving Deployment Health Assessment data as identified in the AFHSC record layout using Microsoft .NET 4.0 with Visual Studio 2010 and Microsoft Team Foundation system 2010, Microsoft SQL Server 2008
- Worked on developing web services for reporting Profile information of Medically Non-Deployable in BHDP application and eProfile application integration with BHDP using Microsoft .NET 4.0 with Visual Studio 2010 and Microsoft Team Foundation system 2010, Microsoft SQL Server 2008

ASM Research, Web Developer

Feb 2009 – Oct 2011

- Participated as a team member in the software life cycle for Medically Non-Deployable eProfile web application for U.S. Army using Microsoft .NET 3.5 with Visual Studio 2010 and Microsoft Team Foundation system 2010, Microsoft SQL Server 2008, JavaScript, JQuery, AJAX etc.

AHCC Inc, Web Developer

Sep 2008 – Jan 2009

- Participated as a team member in the software life cycle for Prototype/Product for National Park Service using Microsoft .NET 2.0 with Visual Studio 2005 and Microsoft Visual Source Safe source control system, Microsoft SQL Server 2005, JavaScript, Telerik RadControls / Reporting etc.

ASM Research, Web Developer

May 2006 – Sep 2008

- Participated as a team member in the software life cycle for of Dental Classification web application for U.S. Army Reserved Component using Microsoft .NET 2.0 with Visual Studio 2005 and Microsoft Visual Source Safe source control system, Microsoft SQL Server 2000, JavaScript, etc.

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Web Application Developer	
<ul style="list-style-type: none"> Responsible as a team member in design, development and testing of Standalone Application using online web service methods for data extraction, zipping, downloading and error log updating Responsible for design, development, testing and maintenance of Shared Component for use in other applications Worked as a team member to assist in design, development, testing and maintenance of Reports Generation project for U.S. Army Reserved Component using Microsoft .NET 2.0, Microsoft SQL Server 2000, JavaScript Worked to create/modify databases, store procedures, functions, DTS packages with MS SQL Server 2000 	
Raffa Associates, Web Developer	Dec 2004 – Apr 2006
<ul style="list-style-type: none"> Maintenance and updating of several client web sites Design, develop and maintain dynamic web pages for current and new clients using Coldfusion, ASP.Net, JavaScript, etc. Created websites with Verisign certificates in IIS 6.0, Install ColdFusion and Configure ColdFusion Administration for creation/maintenance of Datasource for SQL database, custom tags, client/session variables, verify collections and scripts Designed and developed SQL database for internal and external use 	

4.3 Senior Mainframe Application Analyst – Srimani Ganth Venkataraman

Senior Mainframe Application Analyst	
Education	<ul style="list-style-type: none"> Bachelors in Engineering (Electronics & Communication) in 1997
Technical Skills	<ul style="list-style-type: none"> Microsoft .Net: C#, VB.net, VS.net 2002-2017, .net core 1.0 /1.1 Languages: C, C++, Java, C#, VB.net, SQL / TSQL, Scala, Java Script, GoLang Scripting Languages: Java Script, PERL, SHELL Script, VB Script UI / Frameworks: Angular JS, Node.JS, Bootstrap, Back Bone, React JS SOA / Services: Web Service, REST API, Web API and WCF IDE: VS.net 2002- 2015, Eclipse, IntelliJ, Web Storm Source Control: VSS, TFS, GIT, CVS, Clear Case Reporting: SQL Server Reporting, Crystal Reports, Telerik Reporting Database / Tools: SQL Server 2002-2015, MySQL, Access, Mongo DB, Oracle, Tandem No SQL: Mongo DB, Ryak KV/ CS/ Postgre SQL Cloud Computing: AWS, Azure Healthcare IT: HL7, Inter-Op, CCD, CDA, Info Button, FHIR iPaaS / BPEL Workflow: Dell Boomi, jBPM, Biz Talk, Mirth Connect, Clover leaf, MuleSoft Log Analysis: Elastic Search, Lot Stash, Kibana
Certifications	<ul style="list-style-type: none"> Microsoft Certified Application Developer (MCAD)(C#/.net) Certified Scrum Master Certified Agile SCRUM Product Owner Certified Agile Coach Brain Bench Certified for Java 8 W3C Schools Certified for HTML

Work Summary

Mr. Srimani Ganth Venkataraman brings over fifteen years of experience as a Senior Technical Lead, involving Analysis, Database Design and development, Implementation, and Trouble Shooting of internet/intranet/Client Server applications in areas ASP.NET core 2.0, c#.NET, Java/J2EE, and traditional interface with backend like MS SQL Server, Oracle, MS Access. He brings proven hands-on experience in Object Oriented Analysis (OOA) & Object-Oriented Design (OOD). He develops Business Logic Components in C#/VB.NET/ Web API. Mr. Venkataraman has more than 9+ years of experience with Agile / Scrum methodology. He brings proven experience with Cloud Computing (MS Azure / AWS). He has excellent working knowledge on multiple platforms like Windows 10, HP Unix, Sun Solaris & Linux. He is experienced in developing web applications and window applications using .NET Framework (C Sharp, ASP.NET) and designing the Internet applications. He has excellent experience in development and migration work from VB 6.0/COM to C# on VS.NET. He has proven experience with Test Driven Development. Mr. Venkataraman has excellent experience with Visual C Sharp (Data Structures, Enumerations, Classes, Delegates, LINQ). He is experienced in web centric development and is proficient in ASP.net/COM, JSP/JavaBeans, Java Script, DHTML, HTML, XML, C sharp and designing the Internet

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applications. He has strong working knowledge in developing Restful webservices and Micro Services using Golang. He used Agile / SCRUM methodology /TFS for the past 13+ years in various projects.

Work Experience

Career Builder Screening Inc, Senior Integration Architect

Mar 2020 – Present

- Azure API Management, Security, Cloud-to-Cloud Integration (Public, Private)
- Provides Azure technical expertise including strategic design and architectural mentorship, assessments, POCs, etc., in support of the overall sales lifecycle or consulting engagement process
- Built a solution using Azure managed services StorSimple and Blob storage to archive on-premises data to cloud
- Be a critical part of our core team that is defining and launching exciting “Next Generation” services
- Responsible for collaborating on and setting cloud vision; providing thought leadership in cloud infrastructure and cloud services architecture to meet operational objectives for cloud solutions
- Educates customers of all size on the value proposition of managed services on Azure and participates in architectural discussions to ensure solutions are designed for successful deployment in the cloud
- Develops custom inbound integration to update assessment results in SF RCM system and custom background check integration with third-party BGC system Gard and transfer Job Applicants data
- Advanced knowledge of databases (SQL Server and MySQL) o Advanced knowledge of relevant web services, mail, backup, and application monitoring
- Automates software deployment with docker containers
- Uses Dynatrace for monitoring
- Develops prototype with mirth connect
- Optimizes MongoDB Queries to retrieve JSON documents
- Develops Serverless computing code with AWS/Lambda
- Uses AKS Azure Kubernetes Service to orchestrate the containers
- Develops Web Service / Process Integrations with Dell BOOMI
- Designs configurable REST APIs on demand using Java/ .net core
- Acts as a liaison between customers, sales, service engineering teams, and support

Environment: Azure, VS.net 2019,.net Core, Java, Dynatrace,.net 4.5,Angular,dynatrace , MVC 5, MS SQL Server 2016, SOAP, Mongo Db 4.0, REST APIs, XML, JSON, Docker, Kubernetes, SSIS Packages, Azure, ACE Editor, Server-less computing, Java Script, J2EE, Java, Node JS, B2B Communication, Razor Serializers, Mongo DB, React JS, Dynamic code compilation, Dell Boomi

United Healthcare Group (Optum Insight Inc.), Sr. Integration Architect

Jul 2018 – Mar 2020

- Built complex workflow(s) / orchestrations for the processing of medical renewals
- Designed and developed enterprise level systems
- Built email notifications API using AWS Lambda / server less computing
- Completed design and development of Orchestrations involving SPs/ UI
- Engaged with customers to lead and guide solutions for technology integrations with the Optum product platform including customer specifications, data conversion, ETL processes, system configuration, SSO, Web API's, Web Services and microservices
- Led technical discussions with customers including technical specifications, business process review and impact, and solution design
- Generated clear diagrams, specifications, and other artifacts needed for customer integrations
- Developed web-based applications and components using Microsoft technologies (.NET Core, ASP.NET, C#, VB.NET, JavaScript, etc.)
- HL7 Message Processing / Integration using Ensemble
- Designed and developed large scale web applications with Sitecore CMS
- Developed views for Stepwise product using Node JS / React JS/Angular
- Used BizTalk to enable B2B Communications
- Used No Sql Mongo DB for storing JSON /Data for renewals
- Used GraphQL / ASP.net core for API queries / metadata display
- Micro services design / development using J2EE / Java based architecture
- Developed SQL queries and scripts for web applications and ETL processes
- Explored new software technologies and build prototypes based on those technologies
- Worked with product support staff to troubleshoot technical issues
- Used PL-SQL to write SPs in Oracle Backend

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- Elasticsearch and Logstash performance and configuration tuning
- Identified and remedied any indexing issues, crawl errors, SEO penalties, etc.
- Built visualization and Dashboards using kibana
- Used Mongo Db as backend to store renewal JSON documents. & implemented the module to store, retrieve data from Mongo
- Synchronized Elasticsearch Data between the data-centers using Kafka and logstash
- Designed and developed restful web services / API using J2EE

Environment: AWS, VS.net 2017, Graph QL,.net 4.5,Angular,SiteCore, MVC 5, MS SQL Server 2012, SOAP, REST APIs, XML, JSON, Tsql, Oracle, SSIS Packages, Mongo 4.0, Azure, ACE Editor, kafka, Server-less computing, Java Script, J2EE, Java, Node JS, B2B Communication, Razor Serializers, Mongo DB, React JS, Dynamic code compilation, BizTalk Server 2016, Ensemble, J2EE, ESB 3.7.3,Java,JenKins, log stash, kibana, elk.

Network Runners Inc., Enterprise Architect

Oct 2017 – Jul 2018

- Built the analytics for Medical data for AIAN Data / Analysis for (Medicare Coverage)
- Developed multiple metrics / reports / analytics for Army
- Used Sitecore API to publish / retrieve contents
- Client-side validation with jQuery / Angular 5(Java Script) / materials
- Built an automated performance lab in AWS and on-prem
- Developed Microservices using J2EE
- Migrated reports from Oracle to SQL Server
- Built automation for performance testing frameworks
- Participated in product architecture decisions to facilitate better testability, reliability, performance, scalability or other quality attributes
- User Interface development with Angular 5 / material
- Worked on Dell Boomi Connectors like FTP, Mail, Database, Salesforce, Web Services Listener, HTTP Client, Web Services SOAP Client, SuccessFactors, Trading Partner
- Good understanding of Design Patterns, Multithreading and GO containers. Well versed in using Channels and goroutines
- Angular JS 2.0, and 4.0 for Single page web site development

Environment: AWS, ColdFusion, TSQL, .net Core 2.0, Angular 5/materials, Site Core, MVC 5, SQL Server Reporting, Telerik Reporting, Golang,Kendo UI, j2EE jQuery, Tableau Server., BizTalk Server (2016), Crystal Reports, Java Script, Dell Boomi.

Independent Consulting (Multiple Customers), Sr. Technical Architect

Jan 2016 – Oct 2017

- Developed the portal with ASP.net CORE 2.0, Bootstrap / EF Core
- Client-side validation with jQuery / Angular JS
- Built an automated performance lab in AWS and on-prem
- Built automation for performance testing frameworks
- Developed performance and scalability tests. (e.g. service-oriented performance, integrate test environments with CI in AWS, build mock services)
- Used AWS / AWS API to create instances in the AWS using AWS API - EC2, S3, SQS
- Participated in product architecture decisions to facilitate better testability, reliability, performance, scalability or other quality attributes
- Used Java Spring Boot for configuration management
- Proficient in fast prototype approaches to reproduce load and developed micro services using GoLang performance issues
- Performed test infrastructure changes to improve performance and scalability
- Defined, designed, coded and maintained an automated performance/scalability models to facilitate accurate capacity and demand planning
- Used Mongo Db for storing user related information
- User Interface development with React JS (Java Script)
- Used critical customer-reported performance issues to ensure performance/scalability models accurately predict customer experience
- Used Kubernetes as a container for the deployment of code
- Built ARM templates for cost / analysis prototype
- Used Jenkins for the orchestration of build/ CI

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- Used terraform / AWS API for creation of EC2 / S3 instances
- Used Scala for developing automated test cases
- Built components with go-Lang
- SharePoint portal for metrics/ departmental sites
- Web API / MVC 5 – based full stack development
- Angular JS 2.0, and 4.0 for Single page web site development
- Used Log Stash / Kibana / Elastic search for data visualization / analysis
- UWP / MVVM targeting multiple devices (Surface, Desktop/Laptop & Game Scoreboards)
- Web UI with angular for Chrome / Samsung Tablets / iPads (suing MVVM Design pattern)
- Native Android Apps/ IOS /UWP Apps using C# with xamarin
- Score Board Application using UWP/Angular JS / Signal R

Environment: AWS, Kubernetes script, Ember JS, Angular JS, MVC4. /5, Web API, J2EE, C#, Scala, Basho Riak, ASP.net Core, BootStrap, jQuery Elastic Search, Excel automation, go-Lang, Linux, React JS, Windows Server, Angular JS, HTML 5, VS.net 2015/ VS.net 2017 RC, IntelliJ, .net core 1.0/1.1, EF core, SQL Server 2016, Windows 10 UWP, ELK – Elastic search, Log stash, Springboot, Kibana, Scala, Cassandra, UWP, Xamarin, MOSS Server 2016, Infopath, O365, Kafka, ELK Stack, InfluxDB, Grafana , Ansible, GoLang, Gradle, & Maven, Java Script.

4.4 Mainframe Application Analyst – Priyanka Naini

Mainframe Application Analyst – Priyanka Naini	
Education	▪ Bachelors in computer Science under JNTU, Hyderabad, India
Certifications	▪ Microsoft Certified in ASP.NET
Technical Skills	<ul style="list-style-type: none"> ▪ Programming Languages: C++, C# 5.0/4.0, VB.NET, T-SQL, PL ▪ Web Technologies: .NET Framework 4.5/4.0, ASP.NET, MVC3.0/4.0/5.0, ASP.Net Ajax 3.0/2.0, JavaScript, JQuery, Angular JS ▪ XML Technologies: XAML, XML, XDOCUMENT, XSLT, XPATH ▪ UI Technologies: Win Forms, WPF, WCF, ASP.NET Web Forms ▪ IDE Tools: Visual studio 2017/2015, SQL Server Management Studio 2012 ▪ Databases: MS SQL Server 2012/2010, SQL MS Access 2010 ▪ Reporting Tools: Telerik tool, SQL Server Reporting Services (SSRS), Crystal Reports ▪ Middleware: WCF, ADO.NET4.0/3.5/3.0/2.0, MSMQ, Web Services ▪ Version Control Tools: Visual SourceSafe 2005, Subversion, Team Foundation Server

Work Summary

Ms. Priyanka Naini is an experienced Software Engineer / Application Developer who brings over 8 years of extensive experience in all phases of software development life cycle Analysis, Design, Development, Testing and Implementation of client/server, web based and n-tier business/commercial applications. She brings hands on experience in verticals such as, Healthcare, Pharmaceuticals, Public Sector, Financial (Banking), Bio-Chemical, Insurance and Manufacturing. She successfully implemented various multi-tiered .NET applications using C#, HTML5, CSS3, JavaScript, JQuery, Ajax, Json.NET, ASP.NET MVC, ADO.NET, IIS, SQL Server 2012,2014 ADO.NET Entity Framework 6.0, Oracle, SSIS, SSRS and SSAS. She is experienced in web UI technologies using HTML/HTML5, VBScript, JQuery, JavaScript, Angular JS, Angular 2/4, Knockout JS, Node JS, Silverlight for better look using controls, as well as XML, XSL and XSLT. She is experienced in working with Iterative Agile Programming Methodologies, Waterfall methodologies, Scrum and Test-driven development (TDD). She has extensive Knowledge on .NET Design Patterns including Dependency Injection (DI), Inversion of Control (IOC), MVVM (Model-View-View-Model) and MVC (Model-View-Control).

Ms. Naini is experienced on ASP.NET, C#.NET, Entity Framework 4.5 VB.NET, HTML, CSS, Web API, JAVASCRIPT, JQuery, JQuery UI, Angular.JS, Knockout, Bootstrap and AJAX. She is experienced in data object models like Language-Integrated Query (LINQ) and Entity Data framework to retrieve and modify data and developed entity data framework services. She possesses hands-on experience in Webserver-IIS, version controlling tools like Microsoft Team Foundation Server (TFS), Visual Source Safe (VSS), data transformation services (DTS), system center configures management (SCCM), and Tortoise SVN for version controlling of the Application. She is proficient in designing and handling SQL Databases, DB Tables, Views, Stored Procedures, Functions, Triggers with SQL, T-SQL, DB2 and Oracle Databases, and Amazon RDS Engines. She developed a

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Single page application (SPA), mobile-first, cross-device/cross-browser web application for real-time location sharing utilizing AngularJS, JavaScript API.

Ms. Naini is experienced in developing applications using Web Services, WCF, REST, WPF, WWF, SOAP, NHibernate and GIT. She is experienced with the Design Patterns including Structural, Creational and Behavioral Patterns like Model View Controller (MVC) and Model view presenter (MVP). She has sound knowledge of NUnit, Forms (for Win Forms User Interface Elements) and Fire benchmarks (for Performance Reports), Test Driven Development, and MS Test unit testing standards. Ms. Naini is experienced in several REST web services supporting both XML and JSON to perform tasks such as remote thermostat and demand-response management. REST web services leveraged by both web and mobile applications. She is experienced in DevOps area as well. Ms. Naini is experienced in SOAP (Simple Object Access Protocol) web services over the SOAP client and Server using HTTP protocol. Experience on Entity-Framework for Object-Relational Mapping (ORM). She brings Web Development experience, with proven background successfully managing all facets of site development, from initial design and architecture to site deployment and client management. She has expertise in developing Client/Server Applications on Three Tier Architecture, N-Tier Architecture, SOA (Service-oriented Architecture), MVC (Model View Controller), MVVM (Model View Model), and Entity Framework.

Work Experience

IFC-World Bank Group, Washington, DC, Senior Dotnet Full Stack Developer Jun 2018 – Present

- Experienced in working with Investran Accounting, Investran CRM, Application Life cycle management (ALM) and Accountings Event Management tool, Business Event Manager
- Implements application using Visual Studio Code, Angular 4.0, Typescript, Bootstrap, JSON, HTML, HTML5, CSS, CSS3, LESS JS, Angular CLI and Web API
- Experience in working with XML Technologies - XML, XSL, DOM, XSLT, XPATH, SOAP, React JS and WSDL for data sharing/data migration and reporting
- Creates data access layers between the database and the business logics using C#, NHibernate for Object Relational Mapping, Web Services, WCF Services and Web API using Visual Studio 2017
- Uses NPM for installing required node modules and other published Angular NPM modules
- Skilled in Angular 4 modules, Java script API, components, directives, services, dependency injection, materials, routing, binding and forms
- Works extensively with Angular CLI for creating components and Services
- Strong experience in working with Service now ticketing system, and project management tools Rational Team Concert, JIRA
- Uses Entity Framework Model as the Data Access Layer Database First and implemented the CRUD Create, Update, Retrieve and Delete operations, Mapping and executed stored procedures
- Writes or design a SQL scripts or ETL to run jobs executes stored procedures for accessing relational data into SQL, TSQL database to new Member Application
- Works with NHibernate as ORM tool for data access to SQL Database. Designs and develops fast and efficient data base queries using NHibernate object
- Responsible for making AJAX Calls for the UI Interactions to the Controller Actions using JQuery and getting the Data back as JSON and parsing it onto the UI
- Uses Postman to check the XML/XSLT, JSON response of Restful Services
- Uses TFS (Team Foundation Server) as a Version Control System
- Uses SOA Architecture to develop code in Test Driven Environment using NUNIT
- Experience with software development methodologies such as Agile/SCRUM and Waterfall

Environment: Visual studio 2017, Visual studio code, React JS, C#, TSQL, NHibernate, SQL, HTML5, CSS3, JQuery UI, Angular 4, Knockout JS, Typescript, JSON, WCF, Web API, NPM, JIRA, SQL server 2012/2014

Tufts Health Plan, Watertown, MA, Sr. .Net Full Stack Developer Aug 2017 – May 2018

- Designed and created dynamic web applications using SDK, HTML5 features (Application Cache, Canvas Drawing and Local Storage), jQuery, JavaScript, React JS, CSS3, LESS JS, Angular 2 features (Gradient, Transform & Transition), Entity Framework, C++, C# & ASP.NET
- Developed the application using C# in .Net Core 2.0 for cross platform using agile methodology in 3-tier architecture
- Involved in developing the UI pages using HTML5, CSS3, JAVASCRIPT, JSON, JQUERY, Angular JS, React JS, and Node JS

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- Designed and implemented Angular 2 by manipulating DOM view models as well as the underlying JSON model data
- Experience in working with various tools for application development and versioning such as Microsoft Visual Studio, Microsoft Visio, Microsoft Visual Source Safe, SVN, GIT HUB, Rational Synergy and TFS
- Created and maintained database objects like complex Stored Procedures, Cursors, and Tables, Views, User Defined Functions, in SQL Server, Mongo DB for inserting/Updating/Deleting the data into the relational tables. Experienced in Agile methodologies and scrum meeting
- Experienced on setting up components for BizTalk Application in Visual Studio 2013 using C#. Correct Errors by doing root cause analysis, Code changes, Regular ticket analyses of recurring issues can result in a decision of permanent fix as code change
- Experienced on writing a store procedure which then triggers ID cards processes for a User and queries using joins, Indexes, views, stored procedures, triggers, normalization, functions, T-SQL, and query optimization techniques
- Experienced on creating SSIS Packages which gathers all the information from one location in Excel send Emails to Business. Experience in creating a Jobs in Sequel Server Agent which executes store procedure and SSIS packages
- Written SQL scripts to run jobs executes store procedures
- Experienced in designing reports for Web Applications using Crystal Reports, SSRS, Report deployment and worked on SQL Server Integration System (SSIS)
- Used React JS for templating for faster compilation and developing reusable components
- Experienced in developing a Desktop Application, Windows Application in Visual studio 2010, 2012 through which vendors Enrolls users for insurance. If a user is willing to change address Can Edit through Desktop application, can check for Auto PCP if a member doesn't have one
- Worked with Team Foundation Source Control TFS as the source for version control and project /issue management
- Performed Unit testing, System testing on the Angular JS UI for Performance issues and data integration
- Involved in testing different interfaces and web application for FACETS

Environment: Microsoft SQL Server 2012/2014, React JS, Visual Studio 2012/2013/2015, C++, Nunit, C#, JQuery UI, Jenkins, Console application, Git, SSRS, SSIS, Win Forms, Facets, VB.NET, ASP.NET, MVC 5.0, Web API, jQuery, JQuery UI, HTML, JavaScript, CSS, WCF, AJAX, Angular 2, Knockout JS, Entity Framework, LINQ, IIS 7.5, SSIS Jobs, ETL scripts

Rubicon Global – San Francisco, CA, .Net Developer

Jan 2017 – Jul 2017

- Worked on building a Complete Web Application named Customer Portal using Dot.Net 4.5+ platform Framework technologies: C#, ASP.NET MVC, Entity Framework, SQL Server, LINQ, Angular 2 and Angular JS
- Implemented Object Oriented Concepts (OOPS) like Inheritance, Polymorphism and Abstraction in C#
- Used ASP.NET MVC, Entity framework, SQL statements to develop server-side database connections
- Experienced in GUI design. Experience on ASP.NET, C#.NET 4.5+ platform, VB.NET, HTML, CSS, Coach Base, Web API, JAVASCRIPT, JQuery, Angular.JS, Knockout, Bootstrap
- Used complex LINQ to SQL queries to satisfy business requirements and support end users
- Used LINQ to query against strongly typed collections of objects Entity Framework
- Developed REST APIs that allow sophisticated, effective and low-cost application integration and multi-tier web applications with the use of Web Services using ASP.Net Web API
- Worked with the team and fixed all the production issues
- Worked on Angular JS for Frontend development on Web Storm IDE and tested Application to ensure Cross-Browser compatibility
- Updated dashboard front end to support multiple dashboards and their CRUD operations using typescript. Work with JIRA Task assigning tool
- Used Postman to check the XML/XSLT, JSON response of Restful Services
- Working with Team Foundation Source Control TFS as the source for version control and project / issue management
- Designing the WCF Services based on the requirement and created separate WCF services project which is integrated with BLL

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- Utilized XAML, XAML Infragistics Data Grids, XPATH, WCF, WPF based Event Handlers. Used WPF in creating different animated scenes using the combination of transforms, animation controls (storyboard, double animation) and colour effects
- Involved in the development of models, view models, views, partial views and controllers
- UI (User Interface) was developed using ASP.NET web server controls, Angular 2, Knockout JS, HTML, XML and Cascading Style Sheets (CSS)
- Actively participated in daily stand-up meetings, go-no-go meetings, and bi-weekly sprint meetings as part of Agile methodology
- Worked on UI with different technologies like HTML, CSS, JAVA Script, JQuery UI BOOTSTRAP, Angular 2, Angular JS on IDE Web Storm with build tools Grunt, Gulp, Browser JS, Npm, Requires JS
- Extensively used User interface controls which use jQuery to validate client-side validation
- Experience in SSRS/SSIS, ER diagrams, open queries, DB Link and other related SQL Server related tasks
- Experienced with Git Hub for code pull and commit
- Worked on Reactive UI, a MVVM framework that allows you to use the Reactive Extensions for .NET to create elegant, testable User Interfaces that run on any mobile or desktop platform

Environment: Microsoft SQL Server 2012/2014, Visual Studio 2015, C++, Angular JS, Nunit, C#, VB.NET, ASP.NET, MVC 5.0, Web API, jQuery, HTML, JavaScript, CSS, WCF, AJAX, Angular 2, Knockout JS, Entity Framework, LINQ, IIS 7.5

4.5 Senior CRM Application Analyst – Mark R. Eller

Senior CRM Application Analyst – Mark R. Eller	
Education	<ul style="list-style-type: none"> ▪ BA, Liberal Arts – St. Johns College ▪ Graduate Program, English Literature – University of Connecticut ▪ Diploma in Computer Processing – Computer Processing Institute, CT ▪ Information Systems and e-Commerce – Northern Virginia Community College
Certifications	<ul style="list-style-type: none"> ▪ PMP Certified
Technical Skills	<ul style="list-style-type: none"> ▪ Operating Systems: MS Windows NT/2000/XP/Vista ▪ DBMS / RDBMS: Oracle 7.3.x/8i/9i, MS SQL Server 2005 & 2008, Sybase SQL, SQLAnywhere, dBASE IV, VSAM, DB2 ▪ Languages: VB & C# .Net, ASP.Net, Java, HTML, XML, PowerBuilder, C, C++, COBOL, Command-level CICS, 370 Assembly, JCL ▪ Software: MS Visual Studio .Net, PowerBuilder, TOAD, Visio, MS Project, Rational Enterprise Suite, Micro Focus COBOL, Xpediter/CICS, Xpediter/TSO, Comparex, CA-Telon ▪ Hardware: IBM 303x mainframe, IBM PC and compatibles ▪ Network: MS LAN Manager, Novell, TSO/ISPF, TCP/IP

Work Summary

Mr. Mark Eller has over 25 years of experience in the IT industry as a Senior Application Developer, programming and systems analyst, Software Developer, Technical Lead, and Task Manager. Mr. Eller provided infrastructure management services for multiple Federal web applications and websites, developed, enhanced web-based applications and websites, corrected and identified security vulnerabilities. He developed project plans and documented the design and functionality of web-based applications and websites including Functional requirements, Application architecture diagrams, Entity-relationship diagrams, Data dictionaries, Work breakdown structures, Project schedules, Unit and application test plans and provided training to customer in application use and user documentation for each new application. He has extensive experience in Internet and client/server application development, emphasizing object-oriented design and development techniques.

Mr. Eller has over 10 years of experience working for the Department of State (DoS), Bureau of Consular Affairs. He has provided business and technical analysis, design and development of application systems, and full life-cycle project management for DoS. Mr. Eller independently designed, developed and implemented new applications with a high degree of technical competence. He evaluated designs and implemented major modifications to existing applications to accommodate changes in user requirements of hardware/software infrastructure. He refined application components for performance enhancements. He prepared all application development methodology deliverables and memos, status reports, specifications, and letters relevant to projects assigned and ensured that the

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Senior CRM Application Developer - Mr. Eller	
quality of software developed, maintained and enhanced in-house and installed into production is sufficient to prevent the occurrence of defects that cause the customer significant problems, missed deadlines, or interruption to the production environment.	
Work Experience	
Department of State, OSAM, Senior Application Developer	Mar 2009 – Present
Application Development and Programming Analysis: Mr. Eller is a Senior Application Developer and Programming Analyst and Applications Support Manager in charge of the Operations Support and Maintenance [OSaM] Development Team and Level III Support area responsible for supervising team of developers and Oracle DBAs in all phases of project life cycle. He develops and maintains project plans and schedules as per contractual requirements and performs tracking and oversight throughout the project life cycle to ensure project activities, deliverables and milestones are met. He acted as liaison with client, Bureau entities and other groups and agencies for development projects and Level III support tasks. As a Development Task Manager, Mr. Eller handled OSaM projects including ACRS, CST, CST-PWD and ART application systems. He led large teams in all phases of project life cycle, including requirements analysis, design, development of database schemas, objects & client-server interfaces	
US Patent and Trademarks Office, Development Task Manager – Web Applications	Jul 2003 – Mar 2009
Application Development and Programming Analysis: Mr. Eller worked as Development Task Manager for several projects, including SPE Management Database (SMD) and Personnel Resource Information Management Extension (PRIME). He also assisted various engineering tasks, including VSS, QA, SOA, and Server Administration for 8 servers running IIS websites and SQL Server databases. Mr. Eller supervised team members developing ASP.NET applications in C# and VB in an “agile” development environment.	
Department of State, OSAM, The Orkand Corporation, Web Applications Manager	Dec 1997 – Jun 2003
Application Development and Programming Analysis: Mr. Eller was a PowerBuilder developer responsible for maintenance and development of client/server applications utilizing PowerBuilder front-end with Oracle RDBMS backend. He assisted in application development used by Department of State modernized applications at posts around the world. He took on lead role in design and development of CST Phase 3, working with other developers to produce pilot version of application, assisted DBA with database maintenance and worldwide distribution of data baselines (Oracle versions 7.3 and 8.0.4) and supported VO in data validation and maintenance through utility scripts. Mr. Eller was a Team Lead for development projects and his responsibilities included interfacing with supervisors and clients to review status, requirements, project schedule; coordinating work efforts in all phases of the life cycle with developers, analysts, technical writers; primary developer for GUI application. He led pilot project for CMM Level 2 certification and additional responsibilities included working with the corporate SEPG, Quality Assurance, and Configuration Management units to ensure project followed practices and processes in accord with CMM Level 2 certification. He led large-scale effort to reengineer the Automated Cash Register System (ACRS) from standalone system to Windows NT platform on networked PCs with Oracle RDBMS backend, with an integrated e-commerce solution for worldwide credit card processing using Java servlets on IIS web server and SSL across the Internet.	
Blue Cross Blue Shield of the National Capital Area, Web Applications and Programming Analyst	Mar 1983 – Dec 1997
Web Applications and Programming Analysis: Mr. Eller mentored junior programming staff in PowerBuilder, PFC, SQL, coding techniques, ODBC, connectivity issues, database design and relational programming issues and was responsible for writing and maintaining in-house standards: PowerBuilder coding standards & techniques; PowerBuilder GUI standards; Software Configuration Management (SCM) standards; C/S design and development standards. He developed first PowerBuilder application to automate tracking, payment of broker commissions that allowed staff to track broker affiliations, state licensing, service agreements; automate payment rules in database tables; historical reports. Mr. Eller evaluated and recommended PC tools and technology and client/server development tools and was instrumental in bringing PowerBuilder into the shop. He provided product support for selected tools, including installation, maintenance, trouble-shooting for PowerBuilder, Sybase SQL Anywhere, and Watcom SQL. He managed cycle of selected products and tool sets, and mentored programming staff in their use, started in-house Telon Users Group as forum to facilitate use of this product; sponsored Programmer Interest Groups to provide informal forum for advanced training by in-house product experts. He evaluated and recommended application development products for mainframe and PC platforms: Xpediter/CICS, Xpediter/TSO, Comparex, CA-Telon, Micro Focus COBOL and Workbench. He provided technical support for selected products, including troubleshooting, and liaison to staff and vendors. Mr. Eller worked for National Programs, FEP	

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Operations Center as a Senior Programmer/Analyst, Lead Programmer/Analyst leading Claims Processing team responsible for support and maintenance of production system which processes more than 100,000 FEP claims nightly. He liaised with clients and supervisors to report project status and schedule, review and prioritize work requests, supervise efforts of team of developers; delegate workload; provide input to annual reviews; interface with Systems Testing unit and Configuration Management unit to schedule implementation of production work. He led a 15-member team responsible for support and maintenance of CICS system used to correct database errors in claims processing database and responsibilities.

4.6 Senior SharePoint Application Analyst – Thakhi Baba

Education	<ul style="list-style-type: none"> ▪ Bachelor of Technology from Jawaharlal Nehru Technological University, Hyderabad, India 2006
Technical Skills 	<ul style="list-style-type: none"> ▪ Methodologies: Agile Scrum, Waterfall, RAD Model and Test-Driven ▪ .Net Technologies: .NET 4.5/4.0/3.5/3.0, MVC 4.0/3.0, ASP.NET, VB.NET 2005 ▪ Microsoft SharePoint Technologies: SharePoint 2007/SPS 2010/2013/2016/ SharePoint online (Office 365) ▪ Programming Technologies: C#.NET, HTML, JavaScript, jQuery AngularJS, CSS, XSLT, JSON, AJAX ▪ Development Tools: Visual Studio, SharePoint Designer, Visual Source Safe, FxCop, U2U CAML query builder, Metalogix Tool, Nintex ▪ Languages / Other: C#, VB.NET, WCF, WPF, Bootstrap, JavaScript, Angular JS, Knockout JS, jQuery, HTML ▪ Web Servers: IIS 6.0/7.0/7.5 ▪ Database: SQL Server 2005/2008/2010/2012, MS Access 2010 ▪ Operating Systems: Windows 2003/2008/2012 Server, NT/XP/7/8 and 10
Certifications	<ul style="list-style-type: none"> ▪ Microsoft Certified Solutions Associate (MCSA) – Microsoft Office 365 ▪ Microsoft Certified Technology Specialist (MCTS) – SharePoint Application Development

Summary

Mr. Thakhi Baba is a Microsoft Certified Specialist with 12 years of IT experience in developing intranet, internet distributed web applications using Microsoft Technologies. He has an extensive experience in Web Portal development using Microsoft SharePoint Technologies (SharePoint 2016/2013/2010/2007 and SharePoint Online (Office 365)). He managed, installed, configured and done with administration in SharePoint 2016/SharePoint 2013/2010, MOSS 2007 on Windows Server 2016/2012/2008 which includes Security, Active Directory Integration. He configures the hybrid environment infrastructure Exchange Online, SharePoint Online and Azure. He designs, develops and Azure AD Connect, on-premises directories with Azure Active Directory. He configures OneDrive for business, Planner, Delve, Yammer and Video365, Office web apps, configuring Claims, ADFS, Azure PasS, SaaS and Cloud Computing methodologies for Office 365.

Mr. Baba brings extensive experience in agile/scrum software development life cycle (SDLC) including requirement gathering, analysis, design, development, testing and post-production support. He has expertise in Web-Development technologies for enhancing SharePoint interface using HTML5, CSS3 and JavaScript. He is experienced in office 365 components including SharePoint online, PowerApps, Microsoft Flow, Microsoft Form, Team, Yammer, Sway, Delve, One Drive for business, skype for business. He has hands-on experience in designing interactive forms and automating business processes using SharePoint OOTB, SharePoint Designer, InfoPath Designer and Nintex workflows. He has expertise in developing applications using .NET 4.5/ 4.0/ 3.5, MS Visual Studio 2012/2010/2008, MVC 3.0/4.0/5.0, C#/VB.NET, ASP.NET, LINQ, AJAX, XML, JavaScript, jQuery, JSON, HTML and CSS, SQL Server 2012/2008/2005, Web Services and WCF. Mr. Baba has an extensive experience in the development of SharePoint .NET CSOM and JSOM, CSOM in PowerShell, REST Services, PnP PowerShell, SPServices, Display Templates, Master Pages, Branding, Content Search Web Part, Search APIs. He is an expert in creating interactive and dynamic web applications using Agile Methodology. He has experience in third-party application tools, such as Bamboo, AvePoint, Metalogix, DocAve, ULS Viewer, Nintex Workflow, Share-gate, PowerShell ISE, Log Parser, Metavis Migration tool, KLViewer, Fiddler Netmon, Perfmon, and SQL Profiler. He has hands-on migration of a highly customized SharePoint internet/intranet farm using PowerShell including setup of Active Directory trusts, SharePoint security, forms-based authentication, content deployment,

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SQL, IIS, managed metadata, service applications. He has designed and developed matrix and tabular reports with drill down, drill through and dropdown menu option using SSRS. Mr. Baba has hands-on experience in the development of SharePoint apps using AngularJS and JSON. He brings hands-on experience in developing SharePoint 2013 App Model (Provider Hosted Apps and SharePoint Hosted Apps). He created BCS connections SQL, and Microsoft Dynamics using ADO.NET, ASP.net Web Services, WCF, and developed external content types and WPF applications for the presentation of external data. He has hands-on experience on design and developing of Nintex Workflows in SharePoint 2013. He brings hands-on experience in design and development of databases including SQL Server 2000/2005/2008. Proficient in writing SQL statements, Stored Procedures, Triggers, Views, User Defined Functions.

Work Experience

Kaiser Permanente, CO, SharePoint Online/ Office 365 Developer & Designer Mar 2018 – Present

Kaiser Permanente is America's one of largest not-for-profit health care organization, serving 8.1 million members in 9 states and the District of Columbia. An integrated health delivery system, Kaiser Permanente organizes and provides or coordinates members' care, including preventive care such as well-baby and prenatal care, immunizations, and screening diagnostics; hospital and medical services; and pharmacy services.

- Infrastructure deployment, Service Applications Architecture, farm architecture, Infrastructure Support, implantation with Azure, Manage and maintain SharePoint Online infrastructure, Office 365 tenant management, Exchange Online, subscriptions, and licensing
- Experience in One Drive for business, Planner, Delve, Yammer and Video365, Skype for Business – video, meetings, and collaboration support
- Experience in Exchange Online – support and Administration migrates all mailboxes to Exchange Online
- Migrates SharePoint 2010/13 to SharePoint online using Metalogix context matrix
- Sets up SharePoint Online environment, Office 365 global admin, SharePoint Online admin
- Plans customizations, solutions, and apps for SharePoint Online, SharePoint Online features
- Experience in SharePoint Online Management Shell to perform administrative tasks from the command line. SharePoint Online and One Drive Migration
- Experience in Manage SharePoint Online with the SharePoint Online admin center, Office 365 PowerShell for SharePoint Online, Create SharePoint Online sites and add users
- Manages SharePoint Online users and groups, Manage SharePoint Online site groups
- Managing SharePoint Online Administering such as create and manage site collection in SharePoint Online, adding user profile properties, defining user policies, and creating audiences. Features such as Newsfeed, Sites, and People Search
- Troubleshooting and resolving critical issues. For specific known issues and other bugs, working with Microsoft support engineers
- Experience with enterprise migration and SharePoint Hybrid migration with Office 365

Environment: SharePoint 2013/2016, Visual Studio 2013, SQL Server 2014, Office 365, HTML5, CSS3, AngularJS, SharePoint Designer, C#, PowerBI, Web Forms, MS Access, SSRS, MVC, PowerShell, Nintex, IIS 7.0, AJAX, Bootstrap, Web services, JavaScript, JQuery, InfoPath, TFS, SOAP, XML, XSLT, Agile (Scrum)

Campbell Soup Company, NJ, SharePoint Online/Office 365 Developer & Designer Aug 2016 – Feb 2018

Campbell's products are sold in 120 countries around the world. It is headquartered [2] in Camden, New Jersey. Campbell's divides itself into three divisions: the simple meals division, which consists largely of soups both condensed and ready-to-serve, the baked snacks division, which consists of Pepperidge Farm, and the health beverage division, which includes V8 juices. Campbell's runs a program for schools, Labels for Education.

- Worked on a SharePoint environment with Sites spread over Intranet, Extranet environments
- Built and administered dedicated SharePoint farms with enterprise features and service applications for global customers
- Performed SharePoint 2016 Installation, configured enterprise service application like search User Profile, managed metadata using AutoSPInstaller, integrated Office Online Server and Microsoft Identity Manager (MIM) 2016
- Responsible for migrating SharePoint 2010 content and solutions using Metalogix Content Matrix to SharePoint 2016
- Responsible for identifying SharePoint remediation tasks, completing for a smooth & successful migration
- Ensured integrity, security of SharePoint data in accordance with Information Systems security policy and used DynaTrace application monitoring tool

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Senior SharePoint Consultant - AbbVie

- Responsible for supporting and maintaining 2010/2016 environments at Level 3 & Level 4
- Analyze usage, identify performance issues, maintain system health and business continuity
- Developed multiple custom workflows using SharePoint designer and custom browser forms using info path designer
- Established, documented, validated SharePoint backup, recovery, standards and process
- Performed SharePoint central site administration, management of site collections, content databases, assisted SharePoint development staff with application architecture, design, implementation, and processes
- Assisted and supported end users with all SharePoint related issues as necessary, promoted user adoption and enforced enterprise governance policies
- Understands SharePoint Web Apps such as: Document Libraries, Out of the box Lists, Custom Lists, Content Types
- Migrating the content from one Site Collection to another using the third-party tools like Sharegate
- Created the custom utilities using PowerShell wherever it required
- Allows for addition of custom libraries and lists for Company's Global functions
- Design and Architect structural permissions with AD and SharePoint groups
- Understands Site collection features and site-level features
- Responsible for designing and developing the Application using ASP.Net MVC 4.5, Razor Syntaxes, Razor view engine
- Write and implement SharePoint Features Receivers in additions for Project
- Term Store Management
- Knowledge of taxonomy structure and hierarchy
- Knowledge of Web Technologies
- HTML5, CSS3, JavaScript, ASPX, Bootstrap, Responsive Design Techniques
- Collaboration with Microsoft Premier Support Online to fix the bugs in Office 365 and SharePoint Online Platform to provide best solutions to clients and customers
- Office 365, SharePoint Online, One Drive, and Yammer Administration
- Architected Team Site template to securely enable external sharing with agencies and vendors for Collaboration and knowledge sharing

Environment: SharePoint Server 2013, Office 365, Windows Server 2012, IIS 7.5 Web Server, Visual Studio 2010/2012, C#.Net, .Net Framework version 4.5, SharePoint Designer 2013, SQL Server 2010/2012, Metalogix Migration Tool, U2U CAML Query Builder for SharePoint 2013/2010, Nintex Workflows

AbbVie – Bosch, India, Senior SharePoint Consultant

Mar 2015 – Jul 2016

Project objective was to upgrade to SharePoint 2013 and migrate existing content from AbbVie SharePoint 2010 environment. Implement a SharePoint 2013 Enterprise class solution to facilitate collaboration across the enterprise. Project deliverables included a full assessment of the SharePoint 2010 environment, capacity planning, design of a new Information Architecture; documentation and installation of multiple 2013 farms (i.e.: large farm production, dev, staging, test etc.) and ultimately migrate from SharePoint 2010 to the new SharePoint 2013 environment. Project also required design and implementation of a customized Project Management Portfolio site for non-IT project managers.

- Administered SharePoint using the Central Administration, IIS and Windows Power Shell
- Involved in Pre and Post migration of SharePoint 2010 sites to SharePoint 2013
- Installing and Deploying DEV/UAT/PROD SharePoint 2013 environments
- Participated in migrating SharePoint 2013 to SharePoint online (office 365) using Sharegate
- Developed project status tracking system by integrating SharePoint online functionality with CSS, JS and jQuery
- Used PowerShell to manage employees profile pictures based on the company standard
- Automated leave request business processes using SharePoint Designer and developed dynamic forms using InfoPath Designer
- Used Microsoft PowerApps to build mobile app that integrates with SharePoint online (office 365) data
- Prepared and documented migration plan and governance policy for SharePoint team sites
- Used Microsoft Form capabilities to develop on-boarding quizzes and surveys
- Automated contract management approval processes and designed the necessary forms using Nintex
- Managed SharePoint security through creating and maintaining SharePoint groups and permission levels for organizations with over 500 users
- Developed a project aging list chart using SharePoint Designer workflow

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- Used Yammer platform (office 365) to share files and retrieve feedbacks to communicate with an external vender
- Developed service request and incident management system using SPServices, JS, CSS and jQuery
- Developed a SharePoint solution that consumes RESTful API and lets users manipulate, filter and export data dynamically
- Organized and redirected documents to the correct document library using content organizer feature
- Utilized client-side object model (CSOM) and REST API to manipulate SharePoint objects
- Integrated Microsoft Teams (office 365) features for inter department collaboration
- Automated an issue tracking process that enable users to submit a request and lets the service desk process / escalates the issue

Environment: SharePoint Server 2010/2013, Office 365, Windows Server 2012, IIS 7.5 Web Server, Visual Studio 2010/2012, C#.Net, .Net Framework version 4.5, SharePoint Designer 2013, SQL Server 2010/2012, Metalogix Migration Tool, U2U CAML Query Builder for SharePoint 2013/2010, Nintex Workflows

Ely Lilly – Bosch, India, Senior SharePoint Developer

Jan 2014 – Jan 2015

Eli Lilly requires migration of the Lilly.com web-content from the current website into a Content Management System (CMS) based platform. This effort will provide separation of content and presentation. HP's services include the development and deployment of a web-content management solution for content updates by Lilly end-users. HP will also perform content migration from the current Lilly.com website to the CMS-based SharePoint platform. Migration will include changes necessary to the Lilly.com toolkit to enable it to work with the SharePoint environment.

- Understanding & Analysis Client Requirement
- Requirement gathering, analysis, design, development, migration and deployment of entire portal
- Creating content types and site columns and designing ticket tracking workflow of the portal
- Experience in using out of the box web parts and Creating Custom web parts
- Editing List forms by using Info path form designer
- Involved for content updating of the portal
- Doing the Impact Analysis of the development on the site
- Packaging the customization into a single WSP format and deploying solution packages into web application
- Created web part that can read and write data from external sources using BCS
- Developed In-house Ticketing System and Help desk Solutions using Visual Studio 2013 and K2 / BlackPearl
- Developed and Implemented Workflow for Cost Estimation project using K2
- Used tools such as designer 2010, Visual Studio 2010 Ultimate
- Packaged the upgraded web parts to deployable installation solution files
- Created Sites, Document Libraries, Lists and List Views to collaborate users
- Used SharePoint Designer 2010 for branding and customizing SharePoint Server 2010 by modifying Master Pages
- Created and deployed XML Web Services (WCF) using Visual Studio 2010 and C#.NET, Used them to generate the proxy class files based on the web services and consumed in web application
- Developed core functionality with the ASP.NET MVC Framework (C#.NET, ADO.NET)
- Created layered C# Class libraries using ADO.Net classes and integrated those libraries for Web part developments
- Extensively used SharePoint Object model to show SharePoint data in different ASP.Net web applications
- Worked with Office SharePoint Server 2010 Excel Services to enable the interaction of the end users with spreadsheets through a Web browser
- Implemented the project structure using MVC design pattern
- Extensively worked with OOPS concepts in developing C# classes
- Customized the Pages, including the design, layout and variations in display for different devices and screen sizes using Cascading Style Sheets (CSS)
- User interface validations were handled through JavaScript
- Logging module implemented using SharePoint custom ULS logs
- Involved in Unit testing and integration testing of different modules
- Application architecture and implementation
- Extensively worked on SQL Queries, Stored Procedures and Triggers
- Participated in writing use case specification document

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Environment: SharePoint Server 2010, Windows Server 2008 R2, Microsoft SQL Server 2008 R2, SharePoint Designer 2010, Visual Studio .Net 2010, Microsoft Office 2010

GM Health & Safety – HP, India, Senior SharePoint Developer

Mar 2013 – Dec 2013

This Project is mainly intended for General Motors Employees for their Health and Safety. Employees can claim their insurance by registering through the SharePoint Portal. They need to fill the Insurance claim form by entering the details and uploading the hazardous photos and other related documents in the portal. It involves multi-level approval workflow process.

- Overseen SharePoint Portal Server infrastructure, user access, and application deployment for domestic and international users
 - Created, analyzed, and published global import and export shipments key performance indicators (KPI) for executive dashboard
 - Queried data from SAP to SharePoint and Access for dashboard reporting
 - Created and analyzed global key performance indicators (KPI) for executive dashboard
 - Prepared written documents constructed data decompositions, data flow diagrams in Visio for internal applications
 - Created training material for users to understand how to use SP2010 functionality and features
 - Provided end user support on every aspect of SharePoint implementation
 - Independently designed, developed and delivered SharePoint sites and Web Part Forms
 - Met 100% of milestones for SharePoint, Access and Excel deployments and data transfers
 - Analyzed project in every retrospective meeting and planned the goals for the next sprint of project using agile methodology
 - Created InfoPath Forms using InfoPath Designer 2010 for the creation of Travel Expense list library
 - Used Content types in MOSS 2010 as the basis for receipts creation and attached the receipts to the InfoPath form
 - Implemented approval and denial requirements using Application workflows - part of SharePoint Designer 2010
- Environment:** SharePoint Server 2010, Windows Server 2008 R2, Microsoft SQL Server 2008 R2, SharePoint Designer 2010, Visual Studio .Net 2010, Microsoft Office 2010

ITPS University – HP, India, Senior SharePoint Developer

Nov 2012 – Feb 2013

ITPS University has different schools which is belongs to Technical and non-Technical such as Communication and presentation skills. In each school there are bunch of trainings available for register through SharePoint portal. This portal enables the users to register for trainings and managers also will be able to assign trainings to his associates.as soon as people register for training, they will a mail as acknowledgement.

- Creating new features for site columns, Site Content Types and Page Layouts in SharePoint Server 2010
- Involved in creating and deploying solution packages
- Creating features for List and document libraries with content types
- Involved in content update for site and Testing
- Involved in designing of the portal
- Designed InfoPath forms; applied look-and-feel standards of the company; created data connections
- Created and customized data view web parts and web part connections
- Created SharePoint pages and page layouts
- Administered user permissions and accounts
- Deployed SharePoint packages to Server farm
- Assisted end-users as to how to use SharePoint 2010

Environment: SharePoint Server 2010, Windows Server 2008 R2, Microsoft SQL Server 2008 R2, SharePoint Designer 2010, Visual Studio .Net 2010, Microsoft Office 2010

PWA Ashghal – HP, India, SharePoint Technology Consultant

Jan 2012 – Aug 2012

The Public Works Authority 'Ashghal' was established in 2004 to be responsible for the planning, design, procurement, construction, delivery, and asset management of all infrastructure projects and public buildings in Qatar. Ashghal's key responsibilities include governing the design, construction, and management of major projects including roads, drainage and buildings such as public buildings, schools and hospitals. Adhering to the Qatar National Vision 2030, the Authority contributes to the economic and social development of the State of Qatar, with projects valued at over QR 100 billion to be delivered within the next five to seven years.

- Working as only front-end developer for this project
- Understand the requirements from Analysts and create HTML wireframes prior to development
- Designed a solution that utilized SharePoint 2010 to meet client requirements

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Senior SharePoint Application Analyst - The HR Solutions	
<ul style="list-style-type: none"> Written Functional Requirements Specifications Document, Design Document, Test Plan, and other project documents Designed wireframes and ensured developers built master pages and CSS according to wireframe specification Designed and developed custom web parts based on AJAX to meet client requirements Designed and developed custom features and solutions to deploy custom lists and content types Developed custom features and workflows using both SharePoint Designer and Visual Studio Developed custom Visual Studio workflows that utilized InfoPath Initiation, Association, Modification and Review forms. Custom workflows were both Sequential and State Machine based Installed small SharePoint 2010 Server farm in a virtual development environment, and configured the Shared Services Provider Configured Forms Based Authentication for the extranet site and used Active Directory Authentication for the intranet site Experience in Creating Enterprise search of list items using CAML Contributed to Application Support and releasing the fixes <p>Environment: SharePoint Server 2010, Windows Server 2008 R2, Microsoft SQL Server 2008 R2, SharePoint Designer 2010, Visual Studio .Net 2010, Microsoft Office 2010</p>	
GASCO, Abu Dhabi – HP, India, SharePoint Technology Consultant	Oct 2010 – Dec 2011
<p>Abu Dhabi Gas Industries Limited (GASCO) is a natural gas producing company of Abu Dhabi, UAE. It is a subsidiary of the Abu Dhabi National Oil Company (ADNOC), which owns 68 percent stake in the company.</p> <ul style="list-style-type: none"> Developed a site architecture and security model based on requirements Created sites, site collections, Managed web contents, document and form libraries, customization of library attributes, search and indexing, branding, import of existing data etc Developed a custom event receiver which prevents deleting documents from a document library. Created a feature for this and deployed the solution Created various document libraries and routed documents to proper destination library through the various rules defined in event receivers when document is uploaded in the system Experience in UI design using SharePoint designer Created Application form using InfoPath forms, retrieving financial data from companies SAP system when requesting grant from researchers Created a custom search and search result web part to provide more ease to the user while selecting search criteria and to display search result in grid view Created a custom web part in C# to display a document library as a tree view in left panel and current view of library in right panel Created a custom connected web parts using custom interface class to provide an interface to the user to select different products and get detailed information about the product Implemented a dashboard template along with KPI lists to show the progress of the project development Customized site pages in SharePoint Designer and created various ASP.Net application pages in .Net framework 3.5 <p>Environment: SharePoint Server 2010, Windows Server 2008 R2, Microsoft SQL Server 2008 R2, SharePoint Designer 2010, Visual Studio .Net 2010, Microsoft Office 2010</p>	
PLANMAN Consulting – Tech Mahindra, India, SharePoint Technology Consultant	Mar 2010 – Oct 2010
<p>Planmanconsulting.com is an intranet portal for the Planman Employees. It contains nearly 100 team sites. It is intelligent portal that seamlessly connects users, teams. The team sites mainly used to Collaborate produces documents and share information across business Process to help them work more efficiently. The submission of a site creation request is managed by approval workflow process. It also provides the support for the employees to build their personalized sites locally on their local Server.</p> <ul style="list-style-type: none"> Involved in developing of Web Parts using C# Customizing Master Pages for branding the sites in SharePoint designer Involved in customization of portal using Share Point Designer Involved in customizing the site look and feel Code reviews, Testing and Bug fixing <p>Environment: Microsoft Office SharePoint Server 2007(MOSS 2007), Windows Server 2003 SP1, Microsoft SQL Server 2005 R2, SharePoint Designer 2007, Visual Studio 2005, Microsoft Office 2007, Microsoft .Net Framework 3.0</p>	

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Senior Staffing Agency - Tech Mahindra, India	
Amazon.com – Tech Mahindra, India, .Net Developer	Sep 2009 – Feb 2010
<p>Seller Desktop is an Amazon Services application designed to allow Amazon merchants to manage their inventory through the convenience of a rich desktop environment. Seller Desktop, you can create products in different categories, classify them according to Amazon's classification guide or, select multiple products and edit them in one go, import your product data from an existing file into Seller Desktop, and upload your products to Amazon.com. Seller Desktop also takes care of error handling in product submissions and gives you detailed information on where errors occurred and how to fix them.</p> <p>The main features of the application are as follows:</p> <ul style="list-style-type: none"> ▪ Allows merchants to maintain inventory and upload products to Amazon web site ▪ Products validation against the XSD for each category and also processing of the product validations done at the time of uploading ▪ Importing and exporting products to various types of files ▪ Auto Updater, Auto Part Finder, FBA ▪ Bulk Editing of the products ▪ Excellent GUI and Error handling ▪ Application uses advanced DevExpress Components <p>Responsibilities:</p> <ul style="list-style-type: none"> ▪ Effort estimation ▪ Project requirement analysis ▪ Developing project schedules and establishing milestones ▪ Working as an interface between customer and company. Client interaction ▪ Tasks and team management ▪ Application Architecture and database design ▪ Coding and Code review <p>Environment: Windows Forms, C# and SQL Server 2005</p>	
Bizyard.com – Tech Mahindra, India, .Net Developer	Nov 2008 – Aug 2009
<p>Bizyard is trading website that helps for buying and selling of various kinds of commercial properties to different customers. It lists different types of properties with required information in various areas. The sellers have to register initially to trade any kind of property. After registering, the users can proceed with given information about the property to be sold. This website will be capable of capturing custom preferences of users such as geographical areas, type of property and price range.</p> <ul style="list-style-type: none"> ▪ Designing the architecture of the product from scratch ▪ UI design. ▪ Designed the web pages using ASP.Net controls. ▪ Member of the team in the design and coding and implementation, using C#.Net, ASP.Net, SQL Server 2005 ▪ Involved in database design ▪ Involved in coding, debugging and bug-fixing ▪ Involved in optimization and performance enhancement. ▪ Maintained good working relationships with internal support teams and Client <p>Environment: Visual Studio 2005, C# 2.0, ASP.Net 2.0, SQL Server 2005</p>	
Pro-Imports.com – Tech Mahindra, India, .Net Developer	Aug 2007 – Oct 2008
<p>Pro-Imports.com is an E-Commerce Project. Through this Portal you can advertise your product and can purchase a product online (Only related to Automobiles). Pro-Imports.com has two modules: User and Admin. Users Module: User can purchase automobile spares, fluids and also used parts online. For this, integrated PayPal (Third Party) credit card processing module. Admin Module: Admin will have privileges to post products, modify products, delete the products, restrict the user, track order details like whether the product is dispatched or in process.</p> <ul style="list-style-type: none"> ▪ Involved in the design of web pages ▪ Involved in creating business logic for different schemes and offers provided by various product companies ▪ Involved in developing the Database Tables and Stored Procedures <p>Environment: Visual Studio 2005, C# 2.0, ASP.Net 2.0, SQL Server 2005</p>	

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4.7 Senior Application Oracle Database Administrator – Oluwatosin Adeshopo

Senior Application Oracle Database Administrator – Oluwatosin Adeshopo	
Education	<ul style="list-style-type: none"> Master in Cybersecurity, University of Maryland University College Master in Economics, University of Adoekiti
Professional Certifications	<ul style="list-style-type: none"> Oracle University's OCP 11G, OCP 10G, OCA 10G TIBCO ActiveMatrix BPM 3.x TIBCO ActiveMatrix BusinessWorks 6.x
Professional Skills	<ul style="list-style-type: none"> Databases: Oracle 11G/10G/12C Operating Systems: HP-UX 10.x, 11.x; Sun Solaris 2.5, 2.6, 8, 9, 10; AIX 5.1, 5.2, 5.3, 6.1; RHEL 2.1, 3.x, 4.x, 5.x; Linux Enterprise Server 9, 10; Windows 95/98/NT/2000 Tuning Tools: TKPROF, EXPLAIN PLAN, STATSPACK, AWR, and ADDM Languages: SQL, PL/SQL, UNIX Shell Scripting, PERL Utilities: RMAN, OEM, SQL*Loader, EXP, IMP, Data Pump, TOAD, Oracle SQL Developer
Summary	
<p>Mr. Oluwatosin Adeshopo has over 8 years of experience in Oracle Database Administration in heterogeneous system environment including Solaris, UNIX, and Windows, supporting a variety of mission critical applications with Oracle 10g and 11g. He has extensive knowledge of Data transferring with export/import utilities and Data Pump and SQL* Loader and also in database backup concepts and options such as user-managed backup, RMAN-managed backup with or without catalog, operating system backup, cold and hot backup, full back-up, incremental and cumulative backup. Mr. Adeshopo implements backup and recovery strategies. Mr. Adeshopo is experienced in installing and setting up of Oracle 12c, 11g R1/R2, 10g, databases and working in a LDAP environment implementing the procedure of Oracle Internet Directory. He deploys Standby databases using Data Guard 11G (Maximum Performance) and possesses strong skills in applying security patches (Patch set, Critical Patch Updates (CPU) / Patch Set Updates (PSU), One-off Patch) using "runInstaller", perl based utility "opatch as well as database upgrades, upgrade and patch of an exadata database.</p> <p>Mr. Adeshopo installs and maintains Real Application Clusters (RAC). He performs complete and incomplete recovery during disasters, failures, user errors and configuring user creation, their roles and privileges profiles to control access over database objects. He has proven technical knowledge of infrastructure management (network, systems), combined with outstanding leadership ability and creative problem-solving skills in both strategic and tactical areas as well as excellent communication/documentation skills and strong aptitude to analyze and resolve problems.</p> <p>Mr. Adeshopo has proven technical knowledge and hands-on knowledge of golden gate and maintaining, scheduling Cold Backups, Hot Backups, and Export Dumps and also maintaining backups of Archive logs and automating cleaning of archive logs. He deploys RMAN to automate backup and maintaining scripts in recovery catalog. Mr. Adeshopo uses Utlstat scripts Statspack and dynamic performance views to monitor system statistics and wait events, AWR, ADDM and Tuning of SGA. He has extensive experience in database production support and experience as On-Call 24x7 production DBA support, application/development DBA, system administrator. He monitors physical I/O and Proper sizing of rollback segments and optimized SQL using explain plan, Auto trace feature and TKPROF to analyze the execution plan and tune the statements.</p>	
Work Experience	
CSRA(CMS), Columbia MD, Database Administrator	Jul 2016 – Present
<ul style="list-style-type: none"> Performs 24x7 Production database administration, support and monitoring to ensure proactive problem recognition and resolution of database issues Conducts day-to-day DBA activities including schema management, user management (creating users, synonyms, privileges, roles, quotas, tables, indexes, sequence), space management (table space, rollback segment), monitoring (alert log, memory, disk I/O, CPU, database connectivity), and scheduling jobs Performs hot and cold backup and recovery using RMAN and UNIX Scripts Monitors database and SQL performance using Stats pack, OEM, EXPLAIN PLAN and tuned problem areas to enhance performance Monitors database and system performance Configures the Event Manager to notify support personnel Works on application and database security (data access, passwords, network, etc.) Handles daily production problems/change requests with Oracle 	

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Senior Application Oracle Database Administrator - Database Administrator	
<ul style="list-style-type: none"> Performs daily database administration tasks: User management, Space monitoring, Performance monitoring and tuning, Alert Log monitoring and backup monitoring Performs Physical backup (hot and cold) as well as Logical backup (Export/Import) Proactively manages the databases; set up alarms for managing any exceptions in day to day management of the databases and discovering issues that could potentially cause disasters Monitors the server's memory, disk, CPU I/O and network to establish baseline and peak performance for applications using UNIX command line utilities Analyzes SQL queries causing performance problems Administers database user accounts Creates, modifies and deactivates user accounts assign Works cooperatively with developing team to make structural changes to the databases Implements table partitioning/indexes etc. to improve performance and data management and monitor user access rights Performs RMAN configuration, database backup which includes hot and cold, and recovers, troubleshoots and resolves related issues Performs PL/SQL Tuning and bottlenecking: Tuning and fixing some performance problems using AWR/ADDM and EXPLAIN PLAN Upgrades 11g databases to 12c databases 	
Northrop Grumman, Little Rock AR, Database Administrator	Oct 2015 – May 2016
<ul style="list-style-type: none"> Worked in an environment comprising 200 databases with the largest databases each of size 5 TB Performed periodic refreshing/cloning of production databases to development & testing databases using RMAN Duplicate database Performed database monitoring/maintenance, replication process and performance tuning were done using OEM (Oracle Enterprise Manager) Automated the processes like moving files, managing alert log, efficient backup by developing UNIX scripts Conducted capacity planning of tables, indexes, table spaces and databases to allow for growth potential Worked with application developers to address and clarify data requirements to resolve technical and functional issues Enforced corporate business rules through adequate user/resource/object management Reconciled functional and technical problems through interaction with the client by researching and identifying the defined issue and by fully testing and confirming possible solutions to the problem Extensively worked on complete & incomplete recoveries of the databases including Point in time recovery (PITR) and Tablespace point in time recovery (TSPITR) using RMAN utility Involved in performing upgradation from Oracle 9i, 10g to Oracle 11.2.0.3 RAC database Experienced in installing and setting up Oracle 12c, 11g R1/R2, 10g, databases Worked on POC on OEM 12c Cloud, installed in all our non -prod databases, have good knowledge on 12c Experienced in setting up/installation and configuration of release 11g R1 RAC with ASM and Raw Devices and 11g CRS Experienced in Data Migrations using oracle export/import, datapump, sqldr Performed backups and tested crash recoveries using conventional hot & cold backups and RMAN Proficient in using OEM and RMAN Experienced in SQL, PL/SQL, Shell Scripting, Partitioning, Data modeling, OLAP, Logical and Physical Database Design, Backup and Recovery procedures Designed the logical and physical database structure Wrote schema design using ERwin, expert scripting experience in Perl and all Unix shell scripting variations Automated many common tasks using Crontab including: Backups, exports and imports, archiving old records and verification of such processes Expertise in Oracle Architecture, I/O tuning, Capacity planning, space management, Memory Tuning, Performance tuning, Backups, Recoveries, RMAN backups, Optimization, Networking, Troubleshooting Applied PSU Patches (10.2.0.3, 10.2.0.4) as a part of maintenance activity Extensively used Data Pump, conventional export/import utilities for loading data to & from databases, logical backups and migration of databases Fixed various database performance issues using Automated Workload Repository (AWR) and Automatic Database Diagnostics Monitor (ADDM) and Active Session History (ASH) 	

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Senior Application Oracle Database Administrator / Database Admin	
<ul style="list-style-type: none"> Achieved optimal performance tuning by using explain plan, STATSPACK, SQL TRACE, TKPROF utilities Installed, configured and maintained Physical Standby using Oracle Data Guard for Disaster recovery process on Oracle 11g, 10g Extensively used AWR, ADDM and explained plan for periodic performance tuning Implemented proactive monitoring using Tuning Pack, Diagnostics Pack, and STATSPACK, SQL Trace & TKPROF, EXPLAIN PLAN Created database objects Tablespaces, Application Users, Database schemas, profiles, granting privileges and roles, and creating database links 	
Charles Schwab, Denver, CO, Database Administrator	Jun 2012 – Aug 2015
<ul style="list-style-type: none"> Installed Oracle 11g databases in production, development and test environments depending on project requirements Configured Listener and Tnsnames Performed regular activities like monitoring the alert logs, redo log status, listener Logged and checked the space for normal segments, rollback segments and tablespaces Created database link between two databases to access the table data from one local database to remote database using distributed database feature Planned database backups (operating system, full/partial backups, and export/import) using various types of backups and designed the backup methodology for the organization Performed other Oracle DBA responsibilities performance tuning, monitoring tablespaces, monitoring users, etc. as well as much problem solving Designed Logical and physical database for business transaction functionality Provided production support for the deployed project till it was stabilized Collaborated with the UNIX system Administrator to configure any software and hardware requirements that will function with the Oracle Database Refreshed development/test database from production using Export/Import & RMAN backups Made structural changes to the databases. Sized database objects for effective space management and optimal performance. Managed database security Created and assigned appropriate roles and privileges to users depending on the user activity Conducted defragmentation of tables and indexes for improved performance and effective space management Managed Database Maintenance Activities to achieve optimum database uptime Wrote SQL scripts to create database objects like tables, views and sequences Created procedures and functions using PL/SQL Prepared High Level & Low-Level Design documents Experienced in Oracle Golden installation, configuration and troubleshooting golden gate issues 	
Baxter Inc., Deerfield, IL, Oracle Production Support Database Administrator	Mar 2010 – Jun 2012
<ul style="list-style-type: none"> Estimated table sizes, table spaces Created database objects like tables, tablespaces, buffer pools, indexes and views Analyzed tables and indexes for performance tuning Ensured that the ICD-9-CM diagnosis and procedure codes & CPT codes requirements were thoroughly understood by all the stakeholders to incorporate appropriate changes in the recording system Created, maintained backups and restoration of databases Performed analysis and designing of database Created a PL/SQL function, stored procedure, packaged to support reports Refreshed and manipulated data in tables using PL/ SQL procedures Created logins and user ids and set-up privileges and procedures for protection of data Monitored and tuned rollback segment, temporary table space, redo log buffer, sort area size User creation with proper roles and privileges Conducted data migration between databases using both Oracle 11g and 10g export/import utility and Oracle 11g exp/imp data pump Worked closely with Application Developers to design/create new Oracle databases/create new schemas/database objects, as well as making database changes from DEV to PROD, via TST following requests/demands from the development team Ran scripts to check the status of databases such as growing table sizes, extent allocation, free space, used space, fragmentation etc 	

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Senior Application Oracle Database Administrator	
GMAC Commercial Mortgage, Horsham, PA, Jr. Oracle Database Administrator	Nov 2009 – Mar 2010
<ul style="list-style-type: none"> Installed and configured of Oracle database 9i (9.2.0.4), 10g (10.2.0.1) on various OS platforms like HP-UX, Linux, and Windows NT, 2000 Monitored Customer Databases physically located in U.S and Remote administration of fifteen Production Databases in UNIX environment Conducted performance tuning of application and database, identification and resolution of contention, defining and implementing Backup Recovery policy, and day-to-day monitoring of the Production database Worked on the physical and logical designing of the database, which included the distribution of data files on different disks Controlled and monitored user access to the database Optimized the performance of the database and tuned SGA data dictionary and set database parameters Defined and implemented database backup and security strategies, tested the backups periodically for consistency and reliability Identified long-running database queries, refined queries for better performance, and worked with end-users to implement changes Created primary database objects (tables, views, indexes) once application developers have designed an application Worked with Oracle Diagnostics tools such as Explain Plan, SQL Trace, TKPROF to analyze timing and execution plan for SQL query to tune the SQL statements Reorganized data files, identified and eliminated contention factors like I/O, buffers and locks Allocated the separate rollback segments for the Batch processing jobs in order to speed up processing Reorganized data files, identification and elimination of contention factors like I/O, buffers and locks 	

4.8 Application Oracle Database Administrator – Dhana Angdembey

Application Programmer Senior Analyst	
Education	<ul style="list-style-type: none"> M.S, Computer Science, Maharishi University of Management, Fairfield, IA, Feb 2009
Professional Certifications	<ul style="list-style-type: none"> Oracle Certified Professional, Developer
Professional Skills	<ul style="list-style-type: none"> Languages: C, C++, C#, ProC, Clipper, Cobol (MS & Realia), Coldfusion, Delphi/Object HTML, Java, J2EE, JSP, JavaScript, JScript, Korn Shell, Pascal, Paradox, PL/SQL, Struts, VB .Net, VBScript, Visual Basic, XML, XQuery Databases: Oracle9i, Oracle10g, Oracle11g, Microsoft SQL Server Tools: PL/SQL Developer, TOAD, Harvest Enterprise, AppWorx 5.1 (background process management), Clipper, Rational Rose, Cold Fusion, Eclipse, ERWin (Data modeling tool), System Designer, SQLPLUS, SQL Developer Platforms UNIX, LINUX, Sun Solaris, Microsoft Windows Software: Access, Paradox, MS Office, dBase, FoxPro, Microsoft Project, Report Smith, Vision
Summary	
Mr. Dhana Angdembey is an Oracle Certified Professional with over 25 years of experience as a programmer, analyst, and developer using multiple platforms with extensive knowledge of the SDLC.	
Work Experience	
Care1st Health Plan – Park, KS, Application Programmer Analyst	May 2016 – Present
<ul style="list-style-type: none"> Oracle PISql, SSIS, SSRS, C#, Visual Studio, ETL & report etc 	
HMS Inc – Alhambra, CA, Sr. Application Programmer Analyst	May 2007 – Dec 2015
<ul style="list-style-type: none"> Designed and developed data warehouse for Los Angeles County Managed Care Services using oracle10g, oracle11g, PLSQL Developer, SQL, SQL*Loader, SQLPLUS, PLSQL, and Unix shell scripts to process over 50 data sources including data modeling to design database for data warehouse and data marts, development, maintenance and support of Data Warehouse, Data Marts and Data store, automation of daily data loads and processing using UNIX Shell scripting, and design and development of specifications and processes for data loads and user reports using the back-end processing modules developed with SQL, PL/SQL, packages, Unix shell scripts 	

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<ul style="list-style-type: none"> Designed, developed and maintained automation processes for database replication using regular and prebuilt materialized views, tuning and optimization of queries and stored procedures Creating, testing, debugging, troubleshooting and maintaining Unix shell scripts and oracle packages, tables, indexes, functions, triggers, and complex queries using dynamic SQL and bulk collect features for performance tuning Use explain plan and optimizer hints and gather tables and indexes statistics for performance tuning of SQL queries and processes. 	
Cedars Sinai Medical Center – Los Angeles, CA, Sr Programmer Analyst (Consultant)	Jan 2007 – Apr 2007
<ul style="list-style-type: none"> Designed, developed and tested Data Warehouse remediation project using Oracle PL/SQL, SQL, SQL*Loader, SQLPLUS for including Data Warehousing Cedars Sinai Medical Center, Los Angeles Census Data mart project and Clinical Data Repository assessment project Maintained, Troubleshoot, tested and debugged for performance tuning of Information System Mart (ISM) reports Created, tested, debugged, troubleshoot and maintained oracle tables, indexes, packages, functions, triggers, and complex queries using dynamic SQL and bulk collect features for performance tuning Used explain plan and optimizer hints, and gathered tables and indexes statistics for performance tuning of SQL queries and processes 	
University of South Florida SunGard SCT Banner – Tampa, FL, Oracle Developer	Oct 2005 – Nov 2006
<ul style="list-style-type: none"> 7 upgrade projects using on Oracle9i Forms and Reports, PLSQL, SQLPLUS, Pro*C, also developed, tested, and troubleshoot AppWorx chains and modules Development, troubleshooting and maintenance of Oracle Forms and Report modules of SCT banner upgrade project, and analysis, development, troubleshooting, testing and debugging of backend processing modules including packages, and procedures using proc*c and embedded sql Use explain plan and optimizer hints, and gather tables and indexes statistics for performance tuning of sql queries and processes 	
Rastriya Banijya Bank – Kathmandu, Computer Programmer	Nov 1994 – Dec 2004
<ul style="list-style-type: none"> Transformation of manual banking system into automated banking system in Rastriya Banijya Bank, state owned largest commercial bank in Nepal including Analysis, design, develop, implement, manage, maintain and support client server banking applications including Data modeling to design databases and business applications, development, support and maintenance, and database management and administration of banking automation systems 	

4.9 Senior SQL Server Database Administrator – Vivian Foss

Education	
<ul style="list-style-type: none"> Bachelor in Science – Mumbai University, India 2012 	
Technical Skills	
<ul style="list-style-type: none"> SQL Server Tools: SQL Server Management Studio, SQL Server Business Intelligence Development Studio, Profiler, Sybase 12.5 ASE IBM Tools: IBM DB2 Languages: C, C++, SQL, T-SQL, PL/SQL, Visual Basic 6.0, C#. NET, My SQL, VB.NET, HTML, CSS, AJAX, XML Operating Systems: Windows 95/2000/2003/XP/VISTA/7/8/8.1, UNIX, LINUX Databases: MS-SQL Server 2012/2008 R2/2005/2000, MS-Access 2007/2010 ETL Tools: Data Transformation Services, SQL Server Integration Services (SSIS), dashboards tools, web tools Scripting: HTML, DHTML, XML, Shell Scripting, Power Shell 2.0 Reporting Tools: SSRS, SSAS, Crystal Reports, Business objects, Report Builder 3.0 DBA Utilities and Design Tools: SQL Server Management Utility, SSAS Cubes, Query Analyzer, MDX scripting Application Software: Visual Studio, SQL dialect, MS Office Methodologies: Agile, Waterfall 	
Summary	
<p>Mr. Vivian Foss brings around 8 years of Experience in Database Design, Development and Support of Microsoft SQL Server 2005/2008/2012/2014 in Development, Test and Production Environments with various business domains like Financial, Manufacturing, Healthcare and RMS-enabled applications. He is experienced in Database</p>	

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Design, Data modeling, Development, Implementation, ETL and Reporting in SQL Server 2005/2008/2012/2014. He brings hands-on proven experience in Application Development Analysis, Requirement Analysis, Scoping, Developing, Debugging, Testing and Documentation of various phases in a project life cycle of Client/Server Applications. Mr. Foss has hands-on experience in creating indexed Views, complex Stored Procedures, effective functions, and appropriate Triggers to assist efficient data manipulation and data consistency. He is experienced in developing logical and physical data models using data modeling tools such as Erwin and ER/Studio. He is efficient in creating joins and sub-queries for complex queries involving multiple tables. He is well versed in Normalization/DE normalization techniques for optimum performance in relational and dimensional database environments. He has experience in query optimization & performance tuning and used Performance tools like SQL Profiler, Index Tuning Wizard and Database Engine Tuning Advisor. Mr. Foss has expertise in solving dead Locks/Long running queries using Performance Monitor and SQL Profiler. He has experience in Crystal Reports, Reporting Services for MS SQL Server and SQL Server Agent in Support Services and MDX technology of the analysis services. He is an expert in Data Extraction, Transforming and Loading (ETL) using various tools such as SQL Server Integration Services (SSIS), DTS, Bulk Insert and BCP.

Mr. Foss has hands on experience with performing various SSIS data transformation tasks like Lookups, Fuzzy Lookups, Checksum, Conditional Splits and Event Handlers, Error Handlers etc. He has experience in Developing and Extending SSAS Cubes, Dimensions and data source views, SSAS-Data Mining Models and Deploying and Processing SSAS objects. He has extensive experience in creating Jobs, Alerts, SQL Mail Agent, and automating DTS/SSIS Packages. He has worked with improving the performance on SQL, TSQL and SSRS procedures and provided the recommendation on server related tuning issues. He is an expert in writing Parameterized Queries for generating Tabular reports and Sub reports using Global variables, Expressions, and Functions, Sorting the data, Defining Data sources and Subtotals for the reports using SSRS 2008 R2. He created and maintained several Tableau dashboards that allowed client to monitor vendor performance. He has experience in Visual Studio Team Foundation Server, Visio; and Data Warehouse and ODS (Operational data store) usage to create reports. He brings extensive experience in SQL 2005 Partitioning of Tables and Indexes, for Performance, scalability and manageability of Very large databases (VLDB). He has a good working knowledge of SQL Server Clustering, Replication, Data Mirroring, Linked Servers and Log Shipping. He has proven experience in implementing different types of Replication models like Snapshot, Merge and Transactional. Mr. Foss performs SDLC support services, including new account development, customer management, stakeholder identification, requirements analysis, product planning and scheduling, design, development and support, managing projects and client expectations.

Work Experience

Wells Fargo – Charlotte, NC, MS SQL Server / SSIS, SSRS/BI Developer SQL Server/ BI Developer
Feb 2019 – Present

- As a member of BI/Database team, involved in Requirement gathering, Technical Design, Development, Testing and Implementation of BI Analytics needs
- Actively involved in writing T-SQL Programming for implementing Stored Procedures and Functions and cursors, views for different tasks
- Creating Database Objects like Tables, Indexes, User defined functions, Triggers, Parameterized Stored Procedures, Constraints and Roles
- Knowledge in designing and developing Data Warehouses, Data marts and Business Intelligence using multi-dimensional models such as Star Schemas and Snow Flake Schema for developing Cubes using MDX
- Design and implementation of Performance Tuning and Maintenance plan for consistency checks, backup/restore and Indexes
- Conducted performance monitoring and measurement including Tuning and executed DBCC Commands, Sizing Procedure cache, Sizing Data cache, configured locks and Transaction Isolation levels and Index Management
- Experience in configuring package logging, error logging and event handling to redirect error rows and fix the errors in SSIS
- Involved in package migration from DTS to SSIS, running upgrade advisor against DTS Packages before migration, troubleshooting issues and conversion into SSIS through wizard or manually
- Involved in creating SSIS packages with various transformations like Slowly Changing Dimensions, Look up, Aggregate, Derived Column, Conditional Split, Fuzzy Lookup, Multicast and Data Conversion
- Work on Generating dashboards in Tableau server using various data sources

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- Migrated very complicated Bank Actuate reports into SSRS 2005 and SSRS 2008 R2 which are some not able to migrate but used many work around techniques to migrate this complicated reports
- Designed and implemented group by, drilldowns, drill through, sub-reports, Parameterized and cascading parameterized reports using SSRS
- Designed complex SSAS solutions using multiple dimensions, perspectives, hierarchies, measures groups and KPIs to analyze performance of Strategic Business Units as well as corporate centers

Environment: MS SQL Server 2005/2008 R2/2012, MS SQL Integration Services 2008 R2/2012, MS Access, Crystal Reports, MS SQL Reporting Services 2008 R2/2012, SSAS Cubes, SharePoint 2013, MS Excel Power Pivot, IBM DB2, SQL Server Agent, Tableau, SQL Server Reporting Services(SSRS)

Penny Mac – Agoura Hill, CA, MS SQL Server / SSIS, SSRS/BI Developer SQL Server/ BI Developer

Nov 2017 – Jan 2019

- Collected business requirements from users and translated them as technical specifications and design documents for development
- Designed database after analysis of the business requirement
- Worked closely in developing the detail design document and presenting to the client and implementing their feedback on a weekly basis
- Worked with an offshore development team, communicating on a daily basis with the team
- Designed the complete flow of the file processing
- Created Stored Procedures, Triggers, Indexes, User defined Functions, Constraints on various database objects to obtain the required results
- Performed T-SQL tuning and optimized stored procedures using SQL Profiler, DBCC Commands and by analyzing Execution Plans
- Prepared Documentation for the Stored Procedures consuming the greatest amount of CPU resources, taking the longest time to run and which performs the most physical and logical I/O operations using Dynamic Management Views and Functions
- Data migration (Import & Export using BCP) from text to SQL Server 2008
- Designed ETL packages dealing with different data sources (SQL Server, Flat Files, and XMLs etc.) and loaded the data into target data sources by performing different kinds of transformations like Conditional Split, Derived Column, Data Conversion, Look Up, and Merge Join as required using SQL Server Integration Services (SSIS)
- Created SSIS packages and scheduled the jobs to run automatically to process the cube, load data
- Deployed SSIS packages with a simple one-click deployment to the integration server
- Used ETL to implement the Slowly Changing Transformation, to maintain Historical Data in Data warehouse
- Generated multiple Enterprise reports (SSRS/Crystal/Impromptu) from SQL Server Database (OLTP) and SQL Server Analysis Services Database (OLAP) and included various reporting features such as group by, drilldowns, drill through, sub-reports, Parameterized Reports
- Generated parameterized queries in SSRS 2008 R2 using data from SSAS Cubes and various heterogeneous data sources
- Report parameters included single valued parameters, multi-value parameters which also consist of different parameter types like hidden, internal, default (queried and non-queried parameters) to minimize the report execution time and to limit the no of records required
- Experience in Report Builder in SSRS 2005 and 2008
- Created the SQL server users and file server users with required permissions by including them in the scripts. Created Cross-Tab reports, Summary reports by using SSRS and designed reports using Crystal Reports
- Implemented the SQL agent jobs creation while deploying the database instance itself by adding them on to the post deployment scripts
- Developed Cubes using SQL Analysis Services (SSAS) and Experience in Developing and Extending OLAP Cubes, Dimensions and data source view
- Created complex expressions using the MDX scripting to solve complex designs
- BI reporting using Excel with Power Pivot
- Performed transactional-level process using Micro Strategy's relational OLAP (ROLAP) architecture

Environment: MS SQL Server 2008 R2/2012, Micro strategy, MS Access, MS SQL Integration Services 2008 R2/2012, Crystal Reports, MS SQL Reporting Services 2008 R2/2012, SharePoint 2013, SSAS Cubes, MS Excel Power Pivot, IBM DB2, SQL Server Agent, SQL Server Reporting Services(SSRS)

Selene Finance – Houston, TX, SQL Server/ BI Developer

Jun 2015 – Oct 2017

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- Involved in complete Software Development Life Cycle (SDLC) process by analyzing business requirements and understanding the functional workflow of information from source systems to destination systems
 - Created Complex Stored procedures, user defined Functions, Schema Binding Views. Extensively used CTE's for complex coding
 - Excellent experience in maintaining Batch Logging, Error Logging with Event Handlers and Configuring Connection Managers using SSIS 2012
 - Involved in Troubleshooting system issues, monitored scheduled jobs and set up maintenance plans for proactively monitoring the performance of SQL Server databases
 - Data migration (import & export/BCP) from Text to SQL Server
 - Worked on different levels of ETL Loads like Extract Data from Source System to Staging and then from Staging to load data in Database Tables
 - Converted Non-Unicode data from different databases into Unicode data and move the data to staging databases
 - Involved in Query optimization and tuning stored procedures for better performance
 - Executed database backup task, check database integrity, rebuild indexes, update statistics task for maintenance
 - Generated Reports using Global Variables, Expressions and Functions based on the requirements in SSRS 2012 and also have hand on experience in PVCS, EDI etc
 - Created packages in SSIS with error handling
 - Developed Drill Down, Cascading, and Drill through, Sub reports and Charts using Global variables, Parameters Expressions and Functions for the Business Users
 - Created dashboards for Sales, Marketing, Finance and Production using benchmarked data to provide an analytical snapshot of point in time data
 - Identified and worked with parameters for parameterized reports in SSRS in SQL Server 2012
 - Work closely with internal customers analyzing problems and to create and maintain reports, maintaining SSRS Reports and ad-hoc SQL scripts
 - Created interactive reports with SSRS, using the report parameters, query parameters, Filters and Expressions
 - Experience in Designing and Building the Dimensions and Facts with star schema and snowflake schema using SQL Server Analysis Services (SSAS)
 - Developed Multi-dimensional Objects (Cubes, Dimensions) using SSAS 2012
 - Carry out creation of SDLC documentation for existing applications
 - Efficiently helped in the Software Development Life Cycle (SDLC) processes specifically waterfall and Agile Scrum methodology including Analysis, Design, Programming, Testing and technical Documentation
- Environment:** SQL Server 2012 Integration Services (SSIS), Reporting Services (SSRS), Analysis Services (SSAS), MDS, Netezza database, DQS, DTS, C#, .Net, T-SQL, XML, XD, MS Excel, MS Access, MS visual Studio, BIDS, MS Power Point 2012

iSpace Software Technologies – Hyderabad, India, SQL Server/ BI Developer

Mar 2013 – Nov 2014

- Created SSIS packages to load data into Sql Server using various transformations in SSIS
- Created SSIS packages and used Analysis Services processing task to update the cube with current data
- Created SSIS Reusable Packages to extract data from Multi formatted Flat files, Excel, XML files into Database and Billing Systems
- Experience in creating SSIS packages. Experience in DTS Migration and Metadata Management: Migrating DTS packages to SSIS, Package Migration Wizard, and Storage Management
- Extract Transform and Load (ETL) source data into respective target tables to build the required data marts
- Extensively used Teradata SQL Assistant to extract data from Data warehouse
- Identified the dimension, fact tables and designed the data warehouse using star schema
- Designed Dimensional Modeling using SSAS packages for End-User. Created Hierarchies in Dimensional Modeling
- Made modifications and added new MDX queries to the cube
- Developed Aggregations, partitions and calculated members for cube as per business requirements
- Created Parameterized reports, Cross-Tab reports, Drill down reports& Summary reports by using SSRS and designed reports using Crystal Reports
- Developed new objects (i.e. Tables, Views, and Stored Procedures) in SQL server 2012 database and performed tuning and audit analysis on it
- Migrated database from SQL server 2008 R2 to SQL server 2012 using utilities i.e. exp/imp and attach/detach for SQL servers 2012 futures

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Environment: SQL Server 2008 R2/2012 (SSIS, SSAS, SSRS), MDX, T-SQL, Teradata, SQL Server Analysis Services, EDI, SQL Profiler, VSS, MS Excel 2010, MS Word 2010, Power point 2010, Netezza database, Crystal Reports

Calsoft Labs India Private Limited – Mumbai, India, SQL Server/ BI Developer Feb 2012 – Mar 2013

- Created many new reports according to the business user requirement with includes complicated expressions and tables with as many as 36 fields in the reports
- Perform unit testing at various levels of the Reports
- Worked on querying data and creating on-demand reports using Report Builder in SSRS reports and send the reports via email
- Generated Reports using Global Variables, Expressions and Functions based on the requirements in SSRS 2008 R2
- Written complex stored procedure according to the business requirements for reporting purpose
- Designed & developed the various SSIS packages for the Weekly & Monthly Loads from business users in different locations in United States (Tampa, FL, Bridgewater, NJ, Morristown, NJ)
- Managed the ETL processes between various environments through scripts utilizing linked servers, DTS packages and SSIS
- Involved in re-design, re-code, and deploy new data extractions using SSIS, and designed and produced documentation of data transformations for all extractions
- Analyzed business requirements and build logical and physical data models that describe all the data and relationships between the data
- Developed Custom Reports, Ad-hoc Reports by using SQL Server Reporting Services (SSRS)
- Created Sub Reports, Parameterized and Drill down Reports based on the requirements provided
- Created SSIS Packages for import and export of data between MS SQL Server database and others like MS Excel and Flat Files
- Troubleshooting ODBC and OLEDB connection issues in SSIS packages
- Managed and created and altered Databases, Tables, Views, Indexes, and Constraints with business rules using T-SQL
- Created complex Stored Procedures, Triggers and User Defined Functions to support the front-end application
- Modified existing database to fit new business requirement by adding tables and relationships
- Configured the loading of data into slowly changing dimensions using slowly Changing Dimension wizard. Also implemented checksum SCD method to load the data into date warehouse
- Designed and implemented Dashboards and Scorecards with business KPIs using Performance Point Server and published them Via Microsoft Office Share point Server (MOSS)

Environment: MS SQL Server 2000/2005, T-SQL, DTS, Oracle 8i/9i, TOAD, Micro strategy, Microsoft Visual Source Safe, MS Visio 2007, MS Projects 2007(v12.0)

4.10 Business Analyst – Nana Osei Agyemang

Senior Business Analyst	
Education	▪ Bachelor of Science, Economics, Towson University, Towson MD
Professional Certifications	▪ Association of Government Accountants ▪ CGFM candidate
Summary	
<p>Mr. Nana Agyemang brings over 10 years of experience in managing and supporting programs and projects within the Federal Government Sector, including GSA, Department of Commerce, and Department of Interior. He overhauled GSA's OMB submission process and was commended for the accurate and timely submission of the BY16 OMB Exhibit 300 and 53 submission by GSA IT leadership.</p> <p>Mr. Agyemang developed a cost/benefit analysis and return on investment tool for more effective and efficient cost and benefit estimation to help facilitate alternative analysis for decision making by the Information Technology Review Board. He made improvements to an agency wide project resource estimation workbook to capture project costs more accurately and to provide a systematic process for capturing SPRINT and RELEASE costs for agile projects and costs for SDLC waterfall projects. He recommended an agency wide implementation of agile activity codes to replace SDLC waterfall phase codes to effectively track project costs associated with agile capital investment projects.</p>	

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Senior Business Analyst	
Work Experience	
NISH Consulting (General Services Administration), Sr. Business Analyst	Apr 2013 – Present
<ul style="list-style-type: none"> Provides capital planning and investment control and portfolio management support to the GSA's Office of the Chief Information Officer by managing the IT portfolio of 102 investments worth approximately \$600 million Prepares, evaluates, submits and maintains the agency's Major IT Business Case (Exhibit 300) of 19 investments and Agency IT Portfolio Summary (Exhibit 53) of 83 investments Coordinates monthly control reporting through the reporting lifecycle with 19 investment managers, scores investments, recommends CIO ratings and submits monthly investment data to the IT Dashboard Provides Project Management Professional (PMP) best practices techniques and advices in support of the agency's IT portfolio investments, and assists with the development of operating procedures Provides strategic direction and tactical process implementation of government budgeting and capital planning policies, processes, and requirements, for Exhibit 300 and 53 Develops a centralized view of all IT initiatives that enables the support of governance, enterprise architecture and project management activities that apply to a wide range of qualitative methods to assess and improve business operations, and complex processes, projects and systems Executes the Select, Control and Evaluate phases and all process integration points with the organization's budget formulation, enterprise architecture, vendor management, PMO, and IT governance processes Maintains and submits OMB required investment artifacts; risk management plan, investment charter, alternatives analysis, cost benefit analysis, operational analysis and post implementation reviews to the OMB Max site Performs data analysis, reviews investment artifacts, and conducts monthly, quarterly, semi-annual and annual investment reviews to ensure adequate reporting of performance measures and monitors and evaluates the performance of IT investments on the basis of applicable performance measures Executed GSA's BY16 OMB submission of Major IT Business Case (Exhibit 300) and Agency IT Portfolio Summary (Exhibit 53) and Passback submissions by revamping the existing process resulting in more accurate and timely submission Assists project managers with baseline changes by reviewing the proposed changes, making recommendations and approving and processing the baseline change request Developed an excel based cost/benefits analysis and ROI tool to help facilitate alternative analysis for decision making by senior leadership of the Information Technology Review Board Develops and manages processes for tracking annual IT Spend Plan and updates projections and actuals to ensure accurate representation and effective management of investments Extracts investment data from the IT portfolio management tool eCPIC and analyzes the data for monthly presentations to investment stakeholders at varying levels and assists with gathering, maintaining, and providing high-level data for investment decision making Develops and provides monthly presentations to the portfolio management community on investment performance measures, cost and schedule variance, earned value management, risk management and the overall condition of the investment Develops training material on IT governance, capital planning & investment control and portfolio management and provides training to the portfolio management community Provides system administration, problem solving, troubleshooting and help desk support to users of the eCPIC system 	
Grant Thornton LLP (DoC, USPTO), Sr. Business Analyst	Feb 2009 – Mar 2013
<ul style="list-style-type: none"> Provided CPIC and Budget support to the Office of the Chief Information Officer in responding to federal requirements of OMB circular A-11 Section 300- Planning, Budgeting, Acquisition, and Management of Capital Assets Served as a CPIC and Budget consultant to management on issues such as budgeting strategies and techniques; use of financial management products; resource distribution; program priorities; financial forecasts and projections; and development of annual and long-term financial plans Developed and provided management with financial data for decision making by creating financial reports showing status of receipts, obligations, and expenditure of funds; trend analysis of rates of expenditures and comparisons of actual performance to the financial plan and identification of variance Provided guidance to project managers on effectively managing cost and schedule variances through baseline change requests and re-planning of projects 	

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Senior Business Analyst - Non-IT Alignment	
<ul style="list-style-type: none"> Effectively developed, implemented, and advised program and project managers on agency-wide policies, SDLC processes and controls for the appropriate acquisition, allocation, distribution, obligation, and expenditure of funds in approved budgets Prepared the annual budget; developed policies, procedural instructions and formats to assist program managers in planning and estimating funding requirements Provided guidance for the development, preparation, and justification of project budget estimates for SDLC waterfall and agile projects to correspond to project charters and project schedules Interpreted budgetary policies, coordinated and planned budget services, management of resources, and forecasted budgetary trends and activities Monitored projects and served as the budget expert for assigned organizations and program areas to ensure plans, schedules, and budgets were in accordance with stated objectives and requirements Formulated and provided justification for fiscal year budgets for capitalized IT improvement projects for the President's Budget Prepared, analyzed and reported on budget execution reports submitted to the OMB as OMB monthly submissions Executed fund control activities to help ensure budget execution aligns with OMB apportionments and Congressional limitations Performed internal audits on CPIC projects to assess adherence to internal controls and analyzed and reported on month-over-month project progress through the SDLC to ensure milestones were met within budget estimates Conducted financial analysis of Earned Value (EV) projects by performing cost and schedule variance analysis and reviewed all measurable reporting levels of the Work Breakdown Structure (WBS) for accuracy 	

4.11 Help Desk Analyst – Torri M. Walters

Network Engineer - Torri Walters	
Education	<ul style="list-style-type: none"> B.A. in Sociology and Criminal Justice, Marymount University, August 2000
Certification / Training	<ul style="list-style-type: none"> INFOSEC Security training FISMA Significant Security Role training Privileged User training Privileged Password Security training (CPE/CEU) Computer Associate T/S training Security + Training Incident Management/Problem management training Cyber Security training SCOM training
Core Professional Strengths	Team Building; Problem Solving; Staff Training and Development; Network and Electronic Security; Document Preparation and Presentation; Policies and Procedures; Learn and support new applications; Physical Security; Property /Asset Management; User Controls and Management
Network Experience	BES Server enterprise; Windows Server 2003 Enterprise; Windows Server 2000; Windows Server 2008; MS Exchange 2010; SQL Server 2000; Windows NT 4.0; Account creations, modifications; Google Analytics; RSA Mobile Application/SecureID; Airwatch MDM Agent; Airwatch Agent; Talon; Knox; Windows Server 2012 R2
Application Experience	Microsoft Active Directory; Internet Security Systems (ISS); McAfee Found stone; McAfee Virus Scan Enterprise 8.0/8.7; WSUS & SMS 2003; Veritas NetBackup; Symantec Endpoint Protection; Arc Sight HP; Akamai Web Application Firewall; HP Open Manager & Open View; SolarWinds; Microsoft Exchange Administrator; Microsoft Office XP/2000/03/07/10; Secure ID w/CAC cards/PKI; MS Remote Desktop; (Word, Excel, Access, Power Point); Microsoft Outlook 2000/03/07; Norton Anti-Virus; Adobe Acrobat; VMware View Client; Windows PowerShell; Remedy; SharePoint; Snipping Tool
Hardware Experience	<ul style="list-style-type: none"> Dell, HP & IBM servers Upgrades on IBM compatible PC's including installation of: <ul style="list-style-type: none"> VTC Equipment; VPN; Scan Snap Manager; Memory; Network Interface Cards; Sound Cards; Video Cards; Printers; Blackberry; iPhones; PDA; Scanners

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Clearance Level	Top Secret – Active
Summary	
<p>Ms. Torri M. Walters is a Network Engineer who brings an overall experience of 11+ years. Ms. Torri assisted with internal and end-user personnel to define access and control needs, reporting, notification, and data gathering solutions as required. She conducted periodic internal reviews or audits on CA Top Secret system to ensure that compliance procedures were followed. Ms. Torri assess situations and respond with a ready skill set in direct support of business objectives, and able to lead and motivate employees, multi-task and oversee a wide and varied range of duties, communications, diagnostic and troubleshooting efforts toward user and network connectivity issues with attention to detail, while providing competent and efficient service.</p>	
Work Experience	
22nd Century/FBI, Washington, DC, Service Desk Administrator	Apr 2016 – Present
<ul style="list-style-type: none"> Creates, maintains, transfers and removes or disables user accounts and mailboxes on VMware View Client and Remote desktop Manages Active Directory-integrated or enabled applications such as Microsoft Exchange Server on Windows Server 2012 R2, PowerShell (create and manage mailboxes and distribution lists, message tracking, Websense Web, Email MS Lync and (queue control) and SharePoint Updates PKI certificates in ActivClient and Entrust Demonstrates technical proficiency in Microsoft Lync Server 2013 with experiences in managing large environments that include all OS clients Creates, modifies, assigns, and removes Group Policy objects within the Active Directory structure Images and deploys new workstations Issues RSA tokens (RSA Security Analytics) Manages channel traffic for applications through SSH client (Linux server) Uses Arcsight HP, Splunk, Wireshark and Symantec Endpoint protection security tools for virus scans and monitoring the network Installs software on user machines through BigFix Supports all tasks related creation and management of user profiles, roaming and non-roaming profiles, and use of logon scripts and folder locations Creates security groups, provision security groups to grant access to network resources, manage memberships of security groups, and removing security groups Uses EPAS, Service Manager and Track-It Ticketing systems 	
Acuity/Department of State, DC, Active Directory Data Management Administrator	May 2015 – May 2016
<p><u>Account management:</u></p> <ul style="list-style-type: none"> Created, maintained, transferred and removed user accounts and mailboxes on VMware View Client <p><u>Security group management:</u></p> <ul style="list-style-type: none"> Created security groups, provisioning security groups to grant access to network resources, managing memberships of security groups, and removing security groups <p><u>Resource management:</u></p> <ul style="list-style-type: none"> Managed resources hosted on servers such as file shares and applications <p><u>Access Control Management:</u></p> <ul style="list-style-type: none"> Granted rights to access resources using file permissions, program permissions, and data rights <p><u>Application-specific data management:</u></p> <ul style="list-style-type: none"> Managed Active Directory-integrated or enabled applications such as Microsoft Exchange Server (SCOM) (creating and managing mailboxes and distribution lists, message tracking, and queue control) and SharePoint <p><u>Profile management:</u></p> <ul style="list-style-type: none"> Supported tasks related creation and management of user profiles, roaming and non-roaming profiles, and use of logon scripts and folder locations Updated PKI certificates on ActivClient Provided technical solutions associated with business solutions using Microsoft Lync Server 2010/2013 Implemented Microsoft Lync and Microsoft Exchange servers on Windows Server 2012 R2 and PowerShell Supported strong written and verbal communication skills and experience in dealing directly with customers in their environment Updated SOP's and assists in managing IT office projects 	

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Network Engineer - Temporary Hire	
<ul style="list-style-type: none"> Assisted in planning of IT projects Provided provision department approved mobile devices (MDM, RSA, Airwatch, Google) 	
Qutech/CMS, Columbia, MD, System Administrator Tier 3 Analyst	Jan 2014 – May 2015
<ul style="list-style-type: none"> Monitored and administered application environments for the Healthcare.gov website using monitoring tools such as Splunk, Gomez, Layer 7, New Relic, Akamai Web Application Firewall, Solar Winds, Ground Works, Pingdom, and Google Analytics, CALT Took Notes to attain pertinent information from stakeholders, engineers and developers who join the telephone bridge conference Compiled shift turnover log to include completed and outstanding production, test, and deployments, as well as bridge notes and alerts Worked with an application support team to optimize the application's response time, error rates and throughput Collected, compiled and sent statistical information regarding the monitoring activities to stakeholders via GovDelivery Created tickets on Remedy for issues that are monitored Ensured the surrounding infrastructure was functioning to meet user demands and capacity on a 24/7 basis by monitoring services for availability and mitigating risk for suspect service behaviors Consulted with internal groups on infrastructure and implementation issues to drive resolution Documented required processes and verified successful completion and/or implementation Communicated issue details to ensure stakeholders and senior management have proper visibility into status and resolution Understood the business functionality of majority of the features within an application module Trained other operations and IT associates on the monitoring tools usability Configured our IT Dashboards to properly displayed real time monitoring data and alarms via ArcSight HP, New Relic, Tivoli, Layer 7 and Splunk Understood the three zones of production (back end): presentation, application and data, and how each zone can affect the front end (Healthcare.gov), vice versa Ensured that the surrounding infrastructure was functioning to meet the user demands and capacity on a 24/7 basis Monitored Outlook inbox for job requests, heat charts, server alerts, and forwarded emails to appropriate person(s) Supported IT review boards and senior management reviews Experience with process development and change management Logged on using VPN with PKI encrypted badge 	
Truestone/FBI, WA, DC, Information Assurance (SOC) Analyst	Apr 2012 – Sep 2013
<ul style="list-style-type: none"> Added, Changed and Deleted users and their system access privileges in Software AG Natural Security DB2 on z/OS Viewed and Archived security logs and audit trails in Peregrine Service Center and CA TOP Secret Implemented and adhered to security configuration standards developed by NIST Ensured that data integrity is retained across system and network failures and delays Properly protected and destroyed printed sensitive and system sensitive information Identified authorized individuals through CA TOP Secret and granted access Reviewed event logs for mainframe database applications and update virus scans through McAfee Organized and controlled access to certain applications on the mainframe system through EPAS ticketing system Provided high quality administration efforts, supported services, Level 3 technical support to the FBI for the operational network Maintained user accounts and systems security in the customer's Active Directory infrastructure Tested, approved and applied patches and SMS/SCCM on all servers Created Server security remediation reports from BigFix agent patching tools Supported over 40,000 + users combined within the field and Headquarters Managed data on over 120 servers including deploying GPOs and updating VB Scripting Reviewed the Active Directory OU setup (including permissions) and made recommendations on structure, permissions and clean-up Changed, modified, created, or removed information from Active Directory Transferred user accounts to different servers and Exchange mail boxes using PowerShell 	

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- Created users Exchange mailbox on Windows Server 2012 R2
- Updated PKI certificates
- Managed and maintained computer system consoles
- Created and managed BAT files for scripting and automated tasks
- Used EPAS and Service Manager Ticketing systems

Truestone/FBI, Washington, DC, Systems Security Administrator

Jul 2008 – Apr 2012

- Created mainframe accounts for 40,000+ users using CA TOP Secret and Software AG Natural Security in the IBM z/10 mainframe environment
- Ensured that database integrity and availability were upheld and monitored the necessary activities for reorganization backup and recovery
- Enforced procedures for accurate, complete and timely updates of the database
- Controlled logons for operators using command authorities and PowerShell
- Utilized Peregrine Service Center to solve Problem and Task Tickets in the queue
- Provided users access to various applications, security groups and other resources
- Assisted users with password resets and un-suspend mainframe accounts
- Configured, troubleshoot network TCP/IP settings
- Managed channel traffic for applications through SSH client (Linux server)
- Assigned user ID's and the initial passwords and made sure it's random and frequently changed
- Conducted periodic internal reviews or audits on mainframe system to ensure that compliance procedures were followed
- Served as the Property Custodian for all computer related devices
- Updated inventory list on all bureau equipment (incoming and old) (unit only)
- Scanned equipment and log into Property Management Application database
- Provided surplus old or unused equipment in the unit
- Assisted with planning of IT related office projects
- Experienced with process development and change management

BAE/ FBI, Washington, DC, Sr. Help Desk Technician

Jan 2007 – Jul 2008

- Supported enterprise level domains and applications in support of 40,000+ users using Windows 2003 Active Directory and achieved a first call resolution rate of over 90%
- Supported account creation and maintenance, troubleshoot user profile issues, shared folder permissions issues and configured, troubleshoot network TCP/IP settings
- Performed backup and recovery for user accounts, workstations, servers, shared files and folders
- Performed DHCP reservations. Reserved IP addresses for computers and printers
- Created documentation and procedural solutions for new software applications working with support teams and project managers as well as contributing to the current knowledge base
- Remotely assisted end-users using tools such as PowerShell, Remote Desktop, System Management Server (SMS) or NetOp to troubleshoot, monitor, install software and configure hardware
- Troubleshoot LAN/WAN connectivity issues
- Monitored, troubleshoot and responded to network outages. Notified managing authorities and engaged emergency teams
- Created user accounts in the Blackberry Enterprise Server
- Performed Password resets in BES
- Maintained server enterprise policies in BES
- Performed troubleshooting and administered connection issues within BES
- Created a training schedule for new employees and mentored them through training

4.12 Software Test Analyst – Mohammed M. Rehman

Education	▪ B.A. in Social Science, National University of Bangladesh, Bangladesh
Technical Skills	<ul style="list-style-type: none"> ▪ Operating System: Windows 2000, XP, Servers 2003 and 2008, UNIX and MS-DOS, VMware ▪ Languages: C, C++, Java, HTML, VB, Java/VB Script, J2EE, ASP, PL/SQL ▪ Databases: MS Access, MS SQL server 2008R, Oracle 10g

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	<ul style="list-style-type: none"> ▪ Web Server: IIS, Apache ▪ Testing Tools: HP Quality Center (QC 9.2), Quick Test Professional (QTP 11.0), Team Track and ALM 11.52 ▪ Application Server: MS-Word, Excel, MS Power Point, Visio ▪ Hardware: Server, Desktop PC, Laptop, Router, Switch, Hub, Printer, Scanner ▪ Project Management: PVCS, VSS, MS Office, MS Project ▪ Browsers: Internet Explorer, Mozilla Firefox, Google Chrome
Work Summary	
<p>Mr. Mohammed Rehman brings over 6+ years of extensive experience as a Software Test Analyst, and experience with full software development life cycle (SDLC) process of requirements gathering, analysis, design, development, quality assurance, implementation, and client support phases of client-server architecture and specialized in manual and automated testing of client-server, standalone, multi-tier, and web-based application. He has in depth knowledge in Software Development Life Cycle (SDLC) and its different types of methodologies such as Waterfall, V-Model Iterative and Agile (Scrum). He is an expert in writing, documenting or reviewing Test Plan, Requirement Document, Design Document, Technical Specification Design, Functional Requirement Specifications and Requirement Traceability Matrix (RTM). He is experienced in Manual and Automated testing for Web and Client/Server applications. Mr. Rehman is experienced in developing business process based on the functional test scenarios and prepared the data for the scenario. He has strong experience in different types of testing such as System, Functional, Integration, Regression, Back End, Positive, Negative, Smoke testing and Involved in User Acceptance Testing (UAT). He is experienced in using various HP/Mercury testing tools such as, QuickTest Pro and Quality Center. Mr. Rehman closely worked with the developer and the other team members to solve any technical and end user issue and completed tasks on time under very tight deadlines. He is experienced in working with the Business Analyst to understand the business process and develop Test Strategy.</p>	
Work Experience	
Department of Justice, Washington, DC, QA/Software Testing Engineer	Jan 2013 – Present
<ul style="list-style-type: none"> ▪ Reviews requirements and specifications and provides input during requirements and specification walkthroughs ▪ Analyzes system requirements specifications, develops test plans, test cases, and test data for testing the functionality, GUI, usability, user acceptance tests with both Positive and Negative Scenarios, especially focuses on logical scenarios of the application ▪ Creates and updates test cases in Excel sheets and generates traceability matrix ▪ Executes the test cases manually and automates as needed and worked on XML ▪ Creates and executes SQL queries against Oracle database, compares the results and analyzes discrepancies ▪ Performs back-end testing by writing SQL queries ▪ Performs Functional, Integration, system, Regression and UAT testing for different releases ▪ Creates and verifies GUI, bitmap, text and Database checkpoints, URL Links and synchronization points of the application using Quick Test Pro (QTP) ▪ Involves in functional testing and automated test scripts by using QTP ▪ Utilizes Quality Center to define requirements, design test steps, run as test set, report, track and close bugs ▪ Executes test cases, compares with expected values and pass/fail reports and updates through Quality Center ▪ Involves in UAT Testing and uses Quality Center to report bugs ▪ Identifies defects and monitors bugs fixing status through Out Look Express, which is configured through Quality Center ▪ Ensures good communication with customers ▪ Provides test status as requested 	
Environment: Windows XP, UNIX, Quality Center, Quick Test Pro, Oracle, J2EE, Visual Basic, MS Office, IE, Firefox	
NTT Data Federal Services, Inc., McLean, VA, QA / Tester	Mar 2012 – Dec 2013
<ul style="list-style-type: none"> ▪ Developed use cases, test plans, test cases, test results reports ▪ Executed tests independently and in pair-testing environment ▪ Performed software and system verification and validation with application of both manual test and automated test tools ▪ Maintained Quality Assurance documents: the Test Plan and Test Scripts so that they follow necessary development and quality standards – focused on the entire template 	

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Software Test Analyst - Verizon Inc., Ashburn, VA, QA / Software Testing Analyst	
<ul style="list-style-type: none"> Analyzed the Functional Requirements and Design Specification documents to ensure that the system met all of the technical and business requirements Performed manual testing of the entire application Developed Test cases, executed test cases and logged the defect using HP quality center Maintained the automation scripts to perform automated functional testing using Quick Test Professional Performed Functional, Regression, Integration, Security and System testing using Quick Test Pro Generated and edited the scripts using VB Script in Quick Test Pro for Automation Performed Back End Testing using SQL Queries with Oracle database Acted as liaison between IT Support teams and Implementation team to establish Testing environment Participated in the development, maintenance and refinement of internal quality control and reliability programs Maintained Traceability with Requirements and prepared reports <p>Environment: UML, RUP, MS Visio, Windows 2000/NT/XP, MAC, Requirement Traceability matrix (RTM), Microsoft Office 2008, MS Excel, MS Word, MS PowerPoint, MS Outlook, MS SQL Server, Microsoft Dynamics 365, SharePoint, Google Analytics, Oracle ERP, Noetix reporting tool, Tableau, Adobe AEM, CA Rally, Developer tools, ServiceNow, Angular2/4, HTML, .Net, SAFe 4.0, SDLC & Agile, Agile Scrum</p>	
<p>Verizon Inc., Ashburn, VA, QA / Software Testing Analyst Jan 2011 – Feb 2012</p> <ul style="list-style-type: none"> Analyzed Functional requirements, design documents and developed Test Plan, Test Scenarios also wrote detailed Test cases Created test scripts and test cases to cover wide variety of scenarios, also written new test cases for the changed requirements and functionality Executed test cases in the Quality center and logged defects in Team Track, also Involved in trouble shooting the issues Involved in database validations and performed positive, negative, smoke, boundary, regression, system, Ad-hoc testing Tested front and backend of the application, also documented the test procedure Documented expected Results in the Test Case Document and Captured Actual Results as part of Validated Testing Extensively used TOAD to write SQL queries with different DB instances (PIITEST & ALTTEST) to build and validate expected test results as well as consolidated test data Arranged walk thorough of the test cases for review/approvals <p>Environment: UML, RUP, MS Visio, Windows 2000/NT/XP, MAC, Requirement Traceability matrix (RTM), Microsoft Office 2008, MS Excel, MS Word, MS PowerPoint, MS Outlook, MS SQL Server, Microsoft Dynamics 365, SharePoint, Google Analytics, Oracle ERP, Noetix reporting tool, Tableau, Adobe AEM, CA Rally, Developer tools, ServiceNow, Angular2/4, HTML, .Net, SAFe 4.0, SDLC & Agile, Agile Scrum</p>	

4.13 Technical Writer – Freddie Lane Jr.

Education	<ul style="list-style-type: none"> B.A in Business Administration, Beaver College (Evening Division), 450 S. Easton Road, Glenside, Pennsylvania Associates, Advanced Electronic Technology, Berean Institute Technical School, 1901 West Girard Avenue, Philadelphia, Pennsylvania Industrial Arts/Electronics - Received Diploma, Germantown High School, Germantown and High Streets, Philadelphia, Pennsylvania
Technical Skills	<ul style="list-style-type: none"> Hardware Proficiency: PC's, MacBook Pro, SUN Workstation, AS400, Servers, Point-of-Sale Systems, VAX mainframe, Aegis Weapons Systems, Multiport Telecommunications System Switches, IT Data Center Servers/Switches (Cisco) and associated applications and services, Video Teleconferencing systems, Water/Meter Reading systems, Digital Cameras and Flatbed Scanners, NAS's, SAN's, and Nuclear Power Plant Instrumentation & Control Safety Systems Software Proficiency: MS Visio and PowerPoint, SnagIt, SharePoint 2003, 2007 and 2010, MS Office 2010, Adobe Acrobat Pro, MS Information Mapping, ServiceNow service automation cloud-based network management system platform, Oracle, CITRIX and SQL Databases, Banner/AppWorx Billing, Visual dBase, PCI Compliance, Wiki, NERC CIP

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	regulations/compliance, QNXT and QMACS Healthcare software applications and related IT Data Center operations/infrastructure, FrameMaker 11.0 (PC, Mac and UNIX platforms), Adobe Illustrator 10.0, Adobe Photoshop LE, Doc-to-Help, Lotus Notes, Anti-Virus/Spyware/Malware software, PaintShop Pro, Documentum, CorelDraw, UNIX VI (nroff, troff), HTML, MS Visual Studio, VMware Virtual Infrastructure Client v2.0.1, MS Active Directory, PatchLink Update, Microsoft FrontPage Web Publisher, Windows NT/2000/2003 and Windows 7, XP and XPPro, and UNIX/Sun Solaris software applications/platforms
Summary	
Mr. Fred Lane brings professional experience as Technical Writer with exceptional organizational and project management and experienced working with extensive background in Information technology, Telecommunication, Manufacturing Process/Procedures, banking/Finance/Mortgage Services process and procedures and creating technical documentation for various agencies and having excellent employment track record and exposure to various technical projects (both hardware and software)	
Work Experience	
EPX – Electronic Payment Exchange, Technical Writer (Consultant)	Dec 2015 – Present
<ul style="list-style-type: none"> Created and delivered proprietary operating processes/procedures, network structure/operations, disaster, recovery, and software applications technical documentation for electronic payment exchange technology for credit/debit card Delivered ServiceNow service automation “cloud-based” network management system platform and database processing technology 	
Cappgemini – FISERV, Technical Writer (Consultant – Remote)	Jun 2015 – Dec 2015
<ul style="list-style-type: none"> Created banking/financial IT technical documentation for Fiserv using MS Office 2013, Visio SnagIt and SharePoint 2010 via home/office and corporate supplied equipment Delivered finalized technical documentation for publication on MS SharePoint 2010 	
Wells Fargo, Technical Writer (Consultant - Remote)	Oct 2014 – May 2015
<ul style="list-style-type: none"> Created and revised IT technical documentation for Compute Platform Services DSSM Secure Environment Engineering services utilizing MS Office 2013, MS Visio, and SnagIt and SharePoint2010 via my home/office and corporate supplied equipment Delivered finalized technical documentation for publication on MS SharePoint 2010 group-based corporate web portal 	
Arizona State University (ASU), Technical Writer (Consultant)	Jan 2014 – Aug 2014
<ul style="list-style-type: none"> Created technical documentation for University Technology Office (UTO) Systems and Security Operations division of ASU for IT personnel using MS Word, Visio, PowerPoint and SnagIt Delivered MS Word versions of Systems and Security Operations procedures for IT data center personnel into newly implemented ServiceNow service automation “cloud-based” network management system platform Created ASU UTO Wiki website for IT staff technical documentation repository 	
Blood Systems, INC, Technical Writer (Consultant)	Aug 2013 – Dec 2013
<ul style="list-style-type: none"> Created technical documentation for Network Systems IT group HCLL hospital blood bank system project including policies, processes, and procedures documentation (IT Disaster Recovery, Server Rebuilds, Software Application Installation, etc.) using MS Word (Information Mapped), MS Visio, and SnagIt Delivered Info-Mapped versions of Document Control group compliant infrastructure technical documentation for enterprise-wide distribution 	
American Express Global Business Travel Group, Technical Writer (Consultant)	Apr 2013 – Aug 2013
<ul style="list-style-type: none"> Created and Maintained enterprise-wide technical documentation for the AX EXPLORE GBT Deployment Administration Reference Guide for the Global Business Travel Payment Services group which also produces Euro MasterCard and Visa Implementation Guides. The tools utilized are MS Office 2010, MS SharePoint 2010 and SnagIt in accordance with corporate technical documentation templates and guidelines. Also responsible for taking daily group/team meeting notes Delivered MS Word 2010 versions of user technical documentation for publication on MS SharePoint 2010 corporate enterprise webportal 	
Bank Of America, Technical Writer (Consultant)	Mar 2011 – Apr 2013

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<ul style="list-style-type: none"> Created processes/procedures and workflow technical documentation for Post-closing and Central Services (Lien Release department) utilizing MS Office 2010, MS Visio, and SnagIt for Associates processing mortgages in accordance with Compliance, Risk and Legal departmental guidelines Delivered MS Word and ".pdf versions" of user technical documentation for publication on MS SharePoint 2010 based corporate webportal 	
Wyndham Hotel Group, Technical Writer (Consultant)	Oct 2010 – Mar 2011
<ul style="list-style-type: none"> Created technical documentation for Payment Card Industry (PCI) compliance project for Data Center Network Operations (processes and procedures) utilizing MS Office 2010, MS Visio, SnagIt and SharePoint 2010 Delivered MS Word and ".pdf versions" of web-based (MS SharePoint 2010) PCI compliant Network Operations technical documentation 	
Westinghouse Nuclear Services – CS Innovations, Technical Writer (Consultant)	Mar 2010 – Sep 2010
<ul style="list-style-type: none"> Created technical documentation for analog and digital hardware safety-related control systems (Instrumentation & Controls) for Nuclear Power Plants and submittal to the NRC for licensing using MS Office 2007, Documentum eRoom, Visio and CorelDraw Delivered printed, MS Word, Adobe "pdf" and repository-based (online library via Documentum) copies of final technical documentation to Westinghouse and the Nuclear Regulatory Commission 	
Veterans Administration Financial Services Center, Technical Writer (Consultant)	Oct 2009 – Mar 2010
<ul style="list-style-type: none"> Created technical and User Acceptance Testing documentation for Veterans Administration Healthcare Claims Processing Financial Services Data Center using MS Office 2007 and SharePoint 2007 Obtained "TopSecret" Federal/Government Security Clearance Delivered printed and repository-based copies of final technical documentation and monthly Congressional Budget Office (CBO) Reports 	
El Paso Electric, Technical Writer (Consultant)	Jun 2009 – Sep 2009
<ul style="list-style-type: none"> Created regulatory Operations Manual using MS Office 2007. Created and documented Critical Infrastructure Protection processes and procedures for two Hydro-Electric Power Generation plants for NERC CIP compliance Delivered printed and web-based copies of final technical documentation 	
Translational Genomics Research Institute (TGen), Technical Writer (Consultant)	Jan 2009 – Jun 2009
<ul style="list-style-type: none"> Created IT Operations Manual for Information Technology director using MS Office 2007, Visio and SnagIt. Documented enterprise system applications including Helpdesk and Disaster Recovery procedures/processes for delivery and publishing into SharePoint 2007 repository Delivered printed and web-based copies of final technical documentation 	
Arrow Electronics, Technical Writer (Consultant)	Dec 2007 – Jan 2009
<ul style="list-style-type: none"> Created, edited and revised technical documentation to support pre-production and manufacturing build procedures for proprietary computerized systems using the MS Office suite of software applications and a digital camera and MS Picture Manager Produced technical documentation to support various engineering pre-production computer systems 	
American Express / IBM, Technical Writer (Consultant)	Jul 2007 – Dec 2007
<ul style="list-style-type: none"> Created technical documentation to support implementation of PC user migration (American Express Technologies) to MS Active Directory via MS Word, MS Access, MS Excel, SnagIT, and Lotus Notes. Also, created PCI compliance white paper (security) and marketing materials for AMEX PCI project management team Delivered technical documentation in support of user migration to MS Active Directory 	
Salt River Project (SRP), Technical Writer (Consultant)	Dec 2006 – Jul 2007
<ul style="list-style-type: none"> Revised all IT technical documentation (Client User Guides, System Reports, Transaction Posting, Billing and Collections, Design and Development Guide, Functional Design, etc.) and other emerging payments technology platforms for public utility company CIS 2000/DB2 system (PHOENIX Customer Relationship System) upgrades utilizing MS Office 2003, Adobe Acrobat Professional 7.0, Visio, Doc-to-Help and SnagIt software tools Delivered Web based (MS Sharepoint) and hard-copy of technical documentation 	
City of Tempe, AZ – Information Technology Department, Technical Writer	May 2006 – Nov 2006
<ul style="list-style-type: none"> Created System Administration and Technical Guides, including Disaster Recovery processes for their Banner Billing Information System for the Information Technology Department. Also, creation of Visual dBase Traffic 	

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<p>Accident Program Technical User Guide for the Transportation department. All documentation was created utilizing MS Office 2003, Visio, Adobe Professional 7.0 and SnagIt software tools</p> <ul style="list-style-type: none"> Delivered Intranet based and hard-copy of technical documentation 	
Salt River Project (SRP), Technical Writer (Consultant)	Oct 2005 – May 2006
<ul style="list-style-type: none"> Revised all IT technical documentation (User Guide, System Reports, Transaction Posting, Billing and Collections, Design and Development Guide, Functional Design, etc.) for public utility company CIS 2000/DB2 system Collections, Design and Development Guide, Functional Design, etc.) for public utility company CIS 2000/DB2 system and SnagIt software tools. Also worked with Payment Card Industry compliance team to document PCI compliance guidelines Delivered web based and hard-copy of system and PCI compliance documentation 	
General Dynamics – Signal Solutions (Network Systems), Technical Writer (Employee)	Mar 2004 – Oct 2005
<ul style="list-style-type: none"> Created and maintained technical documentation (Security Test Evaluation and Acceptance Plans and various PowerPoint presentations) for defense military contractor that develops highly secure network communications and network systems utilizing MS Word and various graphics applications. Creation and Maintenance of DoD proposals Provided accurate technical documentation for Government/Military Communications Systems 	
Bank of Arizona, Technical Writer (Consultant)	Dec 03 – Mar 2004
<ul style="list-style-type: none"> Creation and revision of Procedural and Use Test Case technical documentation for Mortgage Processing Data Center servicing personnel via MS Word, Visio and SnagIT Delivered technical documentation via printed hard-copy 	
Microchip Technology, Technical Writer (Employee)	Dec 2000 – Dec 2003
<ul style="list-style-type: none"> Created and maintained technical documentation (Marketing brochures, Data Sheets, Product Briefs, Reference and Application manuals, White Papers, Errata's and internal web-based intranet departmental communications newsletters) for a semi-conductor manufacturer utilizing Adobe FrameMaker, PaintShop Pro, Visio Technical, and an HP PC via Windows NT. Typically, the audience for the documentation was internal and external systems development engineers and programming personnel 	
Cirillum, Technical Writer (Consultant)	Jan 2000 – Dec 2000
<ul style="list-style-type: none"> Created hardware and software technical documentation for a Voice Over IP (VoIP) telecommunications software applications and equipment manufacturer utilizing FrameMaker, Paintshop Pro, Visio, and an IBM PC via Windows NT. Typically, the audience and training provided for these systems and manuals were installation, field service, hardware engineering, and software development personnel 	
Lucent Technologies, Technical Writer (Employee)	Jun 1995 – Jan 2000
<ul style="list-style-type: none"> Created technical documentation for a telecommunications Broadband System Solutions group (open programmable switches) via FrameMaker, UNIX and Solaris based SUN Workstation. Typically, the audiences for these manuals were installation, field service engineering, and software development personnel Delivered technical documentation and learned switching technology, transmission protocols, and associated software applications 	

4.14 Programmer Analyst – NehaPravin (Neha) Patel

SoftHQ, Inc.	
Education	<ul style="list-style-type: none"> Bachelor of Engineering – Mumbai University, India, 2012 K.J. Somaiya Institute of Engineering and Information Technology, Mumbai, India
Technical Skills	<ul style="list-style-type: none"> Primary Skills: ASP.NET Developer Languages: .NET, C# Framework: .NET framework 4.0, 4.6.1 Web Development Technologies: ASP.NET, .NET CORE 2.0, MVC, Web API, Web services, LINQ to SQL, Entity Framework, ADO.Net, Azure Databases: SQL Server 2012, 2014, 2017, Oracle 10g, NoSQL DB UI (Frontend Skills): Angular JS, Angular 2,4,7, HTML5, React JS, Vue, JavaScript, jQuery, CSS, Bootstrap Web Development Tools: Visual Studio 2010,2015,2017, Postman Reporting Technology: SQL Server Reporting Services (SSRS), SQL Server Integration Services (SSIS), SQL Server Service broker

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Summary	
	<ul style="list-style-type: none"> ▪ Application / Web Servers: Microsoft IIS ▪ Code Repository: TFS, Git ▪ Deployment Tools: Jenkins, Octopus, TeamCity
Certifications	<ul style="list-style-type: none"> ▪ Microsoft Certified Solutions Associate (MCSA) ▪ Microsoft Certified Solutions Developer: Web Applications (MCSD) ▪ Microsoft Certified Professional Developer ▪ Querying Microsoft SQL Server 2012 & 2014 ▪ AWS Certified developer- associate
Summary	
<p>Ms. Neha Patel is a Full-Stack developer with 8+ years of IT experience working on Microsoft technologies with exceptional skills in Analysis, Object Oriented Design, Development, Implementation, Testing, Deployment of web & windows-based data driven ASP.Net applications and Production support. She has hands on Experience with C#, ASP.NET, .Net Core 2.0, Web API, MVC, Web Services, jQuery, Bootstrap, AngularJS, Angular 7, Microsoft SQL Server, VB, JavaScript, React JS, CSS. She brings proven experience building/managing Reporting (SSRS) and Integration services (SSIS) using Microsoft SQL server. Experience in Creating Tables, Views, Complex Stored Procedures, User Defined Functions (UDF's), Triggers to facilitate efficient data manipulation and data integrity for various applications. She is experienced in designing & developing Service broker queues in the database – Configuring service broker and sending/receiving messages to target & initiator respectively. She has experience in Azure for system Deploying, Operating and Maintaining compute, network and storage in the Microsoft Azure environment using Microsoft Technologies. She created JSON based Azure Resource Manager (ARM) templates, Used them for deployments. She is good at understanding storage concepts. She is experienced in designing and implementing Azure Storage. She has experience with Azure Services – Service Bus, Blob Storage, AD, Key Vaults, Azure DevOps – Azure Boards, Repos, CICD Pipelines, Azure test plans, Azure artefacts. Ms. Patel is experienced with Message queuing technology like RabbitMQ Event Processor. She has experience in working with Team Foundation Server (TFS) for source and version management. Experience in DevOps – GIT repository for source control, Jenkins for build and Octopus for deployment. Experience implementing and working in Continuous Integration & Continuous Deployments. She has experience with Software Development Processes & Models: Agile, Scrum/Kanban, and Waterfall Model. She worked as a Site Core Content developer – Migration of the web content from the old Java based system to the ASP.Net based application. Used HTML5 and CSS to design the page contents. She has a very good knowledge in Insurance (Policy, Billing, Claim), Finance and Transportation segments. She has the ability to adapt to the fast-changing technical environments. Sincere, enthusiastic, hardworking with excellent communication and interpersonal skills and strong interest to learn new skills.</p>	
Work Experience	
XPO Logistics (Marietta, GA) – Infosys, Senior Lead .Net Developer	Aug 2019 – Present
<ul style="list-style-type: none"> ▪ Analyzes, designs, directs the implementation and development of XPO Connect systems in accordance with strategic business plans on building the new Last Mile platform for XPO Logistics; Involve in all phases of application life cycle from requirement gathering from business; analyze, design and development of application and database objects, defect fixing, deployment and production support ▪ Responsible for entire product life cycle using Agile Methodology from epic, feature, user story, task, build, deployment using Jenkins ▪ Collaborates with critical stakeholders to understand business needs, priority, and the quality of services to be created or enhanced ▪ Development of XPO Connect Platform modules which includes Automating User registration with XPO Connect by Incorporating User Self-Registration, User Security Model, Role and Partner Management, XPO Messaging, Elasticsearch Upgrade to 7.x version incorporating cross-index searching ▪ Involved in various AWS features which includes Analyze, design and create various AWS S3 buckets for XPO order labels storage, by using .net core web API's and installing AWS SDK S3 Client. Uploading various order, claim documents to respective S3 buckets ▪ Developed various ASP.NET Core Web API using the NuGet package for AWS Lambda for .net core and AWS API Gateway and ran web API's with lambda ▪ Created database in the cloud using AWS RDS service, using SQL server. Experience with AWS Cognito User pools to manage user sign-up & sign-in. Experience with AWS IAM roles, groups, policies; AWS developer theory – Code Commit, Code Deploy & Code Pipeline 	

State of West Virginia
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SoftHQ, Inc., Sep 18, 2020
CRFQ_0511_MIS2100000002

Centralized Request for Quote for Temporary IT Staffing Services for WV DHHR / OMIS

- Senior Software Developer - NextGen**
- Migration of Angular framework to Angular 7. Development of UI stories/features using Angular 7, Binding REST API JSON response to angular component
 - Development of SSIS packages to schedule and automate the Order and claims processed reports and generate the barcode file for each order
 - Configured Service broker on Integration Service databases by enabling the service broker on DB, created valid message types, created a valid contract, queues and services for communication
 - Provides integration support, monitors and triages applications, solves configuration, process and environment issues through investigations, periodically monitoring Kibana error logs
 - Troubleshoots production issue, resolution and hotfix deployment as part of production support
 - Knowledge transfer from the client to the Offshore team. Communicate timelines, progress, delays of the work assigned on daily basis from the team to the client and vice versa
- Technologies/Tools Used:** C#, ASP.NET Core 2.0, Web API, NoSQL, Angular 4, Angular 7, HTML/CSS, React JS, .Net Framework, MVC, RabbitMQ, REST, GitHub, SQL Server, Service Broker Message Queue, SSIS Package, GitHub, TeamCity

Allstate Insurance (Chicago, IL) – Accenture, Senior Software Developer

Apr 2018 – Jul 2019

- Creating conceptual design document for the requirements and getting approvals from business. Analysis and design for quarterly release
- Design, build, test, and support .NET web applications using Visual Studio 2015, C#, ASP.Net, Angular JS, HTML, MVC design pattern, CSS, Bootstrap, JavaScript
- Worked on JavaScript for building the client validations on the UI, adding the rules to the UI controls. Implemented LINQ to SQL (object relational mapping) for integrating data validation and business logic rules into data model
- Implemented & consumed Web API's for file note and claim history data processing to de-couple NextGen applications
- Expertise in Azure Infrastructure Management (Azure web role, Worker role, SQL Azure, Azure Storage).
- Created Azure Web Application projects, updated and deployed ASP.NET Web apps, Web Jobs using visual studio, GitHub and Azure Resource Manager
- Involved in developing the Azure Solution and Services like PaaS and IaaS
- Worked on creating Azure Blob for storing unstructured data in the cloud as blobs
- Involved in Code migration, fixing build/migration failures, Triggering Jenkins job using Octopus. Involved in Branching & Merging code in GitHub for pre-release work
- Involved in peer code review to maintain the coding standards and efficiency
- Provide support to the client team by involving in ECC (Enterprise Command Center which monitors Application for health check and diagnostics) calls
- Closely work with onsite client teams like Database administrators, System Analysts, and Business Analysts to articulate and moderate the Requirements Analysis for the release work
- Enhanced SSIS packages. Scheduled/ monitor the batch jobs. Automate reports using SSIS
- Periodically monitor Dyna-trace to avoid production issues and performance check metrics in real time. Timely Certificates renewal on servers and Firewall extension requests
- Creation of batch jobs for data transfer, cleanup of old data and update data periodically for System maintainability. Implemented Batch job migration from Physical server to Dynamic app pool and scheduled jobs in Tivoli Workload scheduler
- Fix defects by providing Root cause analysis to the QA Testing Team and permanent fix before production deployment. Involved in Release defect coordinator activities. Fixed regression defects. Help performance testers by optimizing and fixing CPU Utilizations
- Involved in PI Planning and presenting the PI objectives in Mural board for the Scrum team
- Involved in Incident management & event management to monitor the failed events, Identify root cause and work towards permanent fix if any with the team
- Involved in Deployments, PMR patch and Application Health check on weekends providing 24/7 support to NextGen application

Axis Capital (Alpharetta, GA) – Accenture, Senior Software Analyst

Jan 2016 – Mar 2018

- Analysis, design, development and support ASP.Net, SSRS applications in Insurance and Reinsurance Segments
- Create and monitor Web service; development and deployment of Restful Web API's
- Development/Enhancement of ASP.Net MVC applications using Angular 4, HTML, CSS, JavaScript & C#

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<ul style="list-style-type: none"> Production support of 2 Platinum based ASP.NET MVC applications Interaction with Client/User in enhancement meetings, sharing analysis on existing functionality, suggesting on the issues logged by the users Involved in production issues (P1/P2) and to be closed within SLA Involved in fixing defects and supporting QA team by demonstrating new functionality and provides test cases for the developed UIN Development of Insurance segments SSRS reports for 18 business units and schedule them in the reporting server Configured SQL Server service broker on Bordeaux database to send async messages to the downstream and upstream systems Involved in developments of Visual Studio load test plug-in Development of Asp.net web services and test using web service studio Supporting Integration issues with Upstream/downstream applications like Tibco, First Best etc Created a site in SharePoint 2013 for Resource time tracker 	
Avanade Capability (Mumbai, India) – Accenture, Software Analyst	Sep 2014 – Jan 2016
<ul style="list-style-type: none"> Using ASP.NET MVC and BI technologies, developed and supported online system for various activities associated with Capability which include Training/Certification processes, data handling and reporting Optimized Avanade training and certification portal using ASP.NET MVC, C# by inculcating new features like inculcating Plural sight training registration from Accenture internal portal and displaying trainings which are recommended for resource's skills. Used LINQ to SQL to model relational database using ASP.NET classes Used JavaScript & HTML, CSS as front-end language for development Creating Test cases, demonstrating the functionality to the assigned QA team once deployed to test environment initiating QA tests Was involved in Automation of SSRS Reports, Web reporting by customizing URL access and Scheduling the reports using SSRS Reporting services Developed Drill down, Drill through reports and pivot tables that help the business users to view the metrics in a hierarchical manner using SQL Server Reporting Services (SSRS) With good analytical skills, carried out data correction using SQL 	
Accenture CIO – My Performance Tool (Mumbai, India), Software Analyst	Jun 2013 – Aug 2014
<ul style="list-style-type: none"> Worked on development of various functionalities like Timelines, DCR, and FDF using ASP.Net, C#, HTML, CSS, JavaScript, jQuery and SQL Server Development & Deployment of SSRS Reports Designing, Development, and Unit Testing of My Performance application Used CTE's, Temp Tables and Table variables, pivot SQL and functions effectively to fetch the result set in TSQL Used SSIS transformations such as Lookup for Incremental, Derived column, Data conversion, Aggregate, Conditional split, SQL task etc Used Execution Plan, SQL Profiler to optimize queries and enhance the performance of databases Developed different User controls which inputs the data and display the data for the web applications using ASP.NET C# 	
Mobile One Limited (Hyderabad, India), Software Analyst	May 2011 – May 2013
<ul style="list-style-type: none"> Worked as a Content developer - Migration of the web content from the old Java based system to the ASP.Net based application Used HTML, JavaScript and CSS to design the page contents 	

4.15 Computer Operator – Mike A. Marshal

Computer Operator – Mike A. Marshal	
Education	<ul style="list-style-type: none"> Bachelor of Science Degree in Information Systems Security, ITT Technical Institute, Chantilly, VA, 2006 – 2009 Associates in Applied Sciences Degree in Computer and Information Sciences, ECPI College of Technology, Manassas, VA, 2002 – 2003
Certifications	<ul style="list-style-type: none"> A+ Certified Microsoft Certified Professional (MCP) ITIL v3 Certified

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SoftHQ, Inc., Sep 18, 2020
CRFO 0511 MIS2100000002

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Computer Technician	
Technical Skills	<ul style="list-style-type: none"> ▪ Security+ Certified ▪ Ethernet/LAN experience including wireless networking ▪ Associated with Windows desktop OS 95, 98, NT, 2000 Professional, XP, Vista, and Windows 7 ▪ Experience with Windows Server OS 2000, 2003, and 2008 as well as Linux Red Hat 5.3 and 5.5 ▪ Experience with Exchange 2003, 2007, and 2010 ▪ Knowledge of TCP/IP, UDP, routing protocols (OSPF, RIP) and security protocols ▪ Experience with Microsoft Office 97, 2000, XP, 2003, 2007, as well as Visio and One Note ▪ Experience with Active Directory, creating computer and user objects as well as GPO's, OU's, as well as DNS entries and DHCP reservations ▪ Vast Experience with Terminal Services, RDP, and other forms of remote access (PC Anywhere, VNC, Novell Zenworks, Go-to-Meeting) ▪ Familiar with imaging and archive applications such as Norton Ghost and Altiris Rapid Deploy ▪ Familiar with backup hardware and software using SAN, NAS, and Tape Backups ▪ Software including VERITAS, Backup Exec, and IBM Tivoli Storage Manager ▪ Experience with Help Desk Ticketing Systems such as Remedy and Infra ▪ Familiarity HP, Dell, and IBM Blade and Rack mount server systems ▪ Experience creating virtual servers using VMware V-Sphere and Citrix XenServer
Clearance Level	Secret – Active
Summary	
Mr. Mike A. Marshall is a Computer Technician who brings an overall experience of 7+ years. Mr. Mike provided server monitoring done using HP OpenView software, installations done with HP Onboard Administrator, Virtual connect, and HP Integrated Lights Out (iLO) software.	
Work Experience	
Unisys Corporation, Sr. Computer Technician	Jun 2011 – Present
<ul style="list-style-type: none"> ▪ Provides remote support to the Unisys LBI-WHTI (Land Border Integration – Western Hemisphere Travel Initiative) federal project contracted with CBP (U.S. Customs and Border Protection) ▪ Uses remote tools (Windows RDP) to login and resolve issues with LPR (License Plate Reader) equipment as well as pedestrian equipment, such as Kiosks and Gates that resides at the ports of entry along the Canadian and Mexican borders of the United States ▪ Uses of in-house ticketing system as well as Remedy to document issues that require resolution by remote use or dispatch of a local technician ▪ Provides logistical support to project by preparing and shipping of equipment to sites either for new installation or repair/replace instances 	
Boehringer – Ingelheim Pharmaceuticals, Data center Engineer	Sep 2010 – Jun 2011
<ul style="list-style-type: none"> ▪ Provided both Physical and Virtual server builds and installations for multiple projects within the organization ▪ Provided break/fix support for HP Blade and Rack server environment on a hardware and software level ▪ Supported break/fix hardware support done for Cisco switches and routers ▪ Supported new hardware installations both using both copper and fiber ▪ Provided server monitoring done using HP OpenView software, installations done with HP Onboard Administrator, Virtual connect, and HP Integrated Lights Out (iLO) software 	
Ticketmaster, LLC., Associate Engineer	Mar 2009 – Mar 2010
<ul style="list-style-type: none"> ▪ Provided onsite support for Ticketmaster's local office of around 50 user Lenovo Laptops and HP Desktops ▪ Provided Server maintenance and setup for HP Proliant and IBM e-series servers ▪ Helped to support in-house developed software called Archtics, used by 400 clients in the U.S, Canada, the UK, and Australia ▪ Provided Blackberry Smartphone support for local office ▪ Supported acquisition, provisioning, and Enterprise Activation as well as troubleshooting 	
Watson Wyatt Worldwide, Technical Analyst	Oct 2008 – Mar 2009
<ul style="list-style-type: none"> ▪ Provided support for local office of around 600 users, as well as remote support for offices across the Eastern Region ▪ Supported remote assistance done through Novell Zenworks and also Microsoft Remote Desktop 	

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Computer Technician - IBM, Dell, HP	
<ul style="list-style-type: none"> Supported server troubleshooting done for IBM, Dell, and HP rack mount servers. Dell desktops and Lenovo laptops, printers, and scanners Provided software support for Windows XP, Office 2003 and 2007 Asked to join Problem Management Team designed to take ownership of on-going problems in Watson Wyatt Technical group Provided Blackberry Smartphone support for local office. Acquisition, provisioning, and Enterprise Activation as well as troubleshooting 	
Ticketmaster LLC., Senior IT Technician	Apr 2006 – Oct 2008
<ul style="list-style-type: none"> Provided onsite support for Ticketmaster's local office of around 50 user Lenovo Laptops and HP Desktops Provided Server maintenance and setup for HP Proliant and IBM e-series servers Helped to support in-house developed software called Archtics, used by 400 clients in the U.S, Canada, the UK, and Australia Provided Blackberry Smartphone support for local office. Acquisition, provisioning, and Enterprise Activation as well as troubleshooting 	
Siemens Business Services, Level II Technician	Aug 2004 – Apr 2006
<ul style="list-style-type: none"> Provided onsite support for client BearingPoint (around 300+ users) Worked off of trouble tickets using in-house ticketing software called Service Access client software. Assisted in troubleshooting user hardware consisting of Dell Inspiron and IBM laptops and Software issues using Windows 2000 Professional and Office 2000 Responsible for weekly tape backup and tape changes using VERITAS Backup Exec to an HP tape backup media library Responsible for securing tapes for offsite storage through Iron Mountain Securities 	
SteelCloud, Internship/Consultant	Oct 2003 – Aug 2004
<ul style="list-style-type: none"> Worked as a paid internship involving computer rebuilds and upgrades at onsite production facility Provided offsite consulting work done for major companies through extensive traveling throughout Northern Virginia and Maryland Included help desk and computer maintenance work for companies such as FedEx Field, Blue Cross Blue Shield, Washington Redskins, and NASDAQ 	

5 FORMS

5.1 Pricing Forms

SoftHQ has inserted the completed Pricing Forms in the following pages.

5.2 Disclosure of Interested Parties Form

SoftHQ has inserted the completed Disclosure of Interested Parties Form in the following pages.

5.3 Purchasing Affidavit

SoftHQ has inserted the completed Purchasing Affidavit in the following pages.

5.4 Addendum Acknowledgement Form

SoftHQ has inserted the Addendum Acknowledgement Form in the following pages.

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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
Miscellaneous

Proc Folder: 776701

Doc Description: TEMPORARY IT STAFFING FOR WVDHHR/OMIS

Reason for Modification:

ADDENDUM 3-TO EXTEND BID
OPENING DATE

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-09-17	2020-09-18 13:30	CRFQ 0511 MIS2100000002	4

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: VS0000020809

Vendor Name : SoftHQ, Inc.

Address : Suite 200

Street : 6494 Weathers Place

City : San Diego

State : California

Country : USA

Zip : 92121

Principal Contact : Kranti Ponnam

Vendor Contact Phone: (858) 658-9200

Extension:

FOR INFORMATION CONTACT THE BUYER

Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor
Signature X

27-1798370
FEIN#

09/17/2020
DATE

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

ADDITIONAL INFORMATION

REBID OF CRFQ MIS2100000001

THE WEST VIRGINIA PURCHASING DIVISION IS SOLICITING BIDS ON BEHALF OF WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES (WV DHHR), OFFICE OF MANAGEMENT INFORMATION SERVICES (OMIS) TO ESTABLISH MULTIPLE OPEN-END CONTRACTS FOR TECHNICAL STAFFING SERVICES, PER THE ATTACHED DOCUMENTS.

THE POSITION CLASSIFICATIONS LISTED WITHIN THE SOLICITATION ARE TO PROVIDE FOR THE TECHNICAL EXPERTISE TO MEET THE CONTRACTED STAFFING NEEDS FOR ALL ENTITIES WITHIN THE WV DEPARTMENT OF HEALTH AND HUMAN RESOURCES, OFFICE OF MANAGEMENT INFORMATION SERVICES (OMIS) FOR SUPPORT OF OUR IT EFFORTS. THIS INCLUDES SUPPORT FOR ALL DHHR AGENCIES THAT MIGHT HAVE THE NEED FOR THESE SPECIFIC SERVICES. THESE SERVICES WOULD BE USED TO DEVELOP MODIFICATIONS AND ENHANCEMENTS TO THE COMPUTER SYSTEMS FOR THE END-USER STATE AGENCY, AS WELL AS MENTOR, PROVIDE TECHNICAL TRAINING AND SUPPORT AND PROVIDE "SHADOWING" OPPORTUNITIES FOR STATE ANALYSTS, AMONG OTHER TASKS AS DEFINED BY THE END-USER STATE AGENCY ON ITS DELIVERY ORDER FOR THE SERVICES.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO CRYSTAL.G.HUSTEAD@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Senior Web Application Analyst	2288.00000	HOUR	\$88.00	\$201,344.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Web Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
2	Senior Web Application Analyst Optional renewal year 1	2288.00000	HOURL	\$89.76	\$205,370.88

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
Senior Web Application Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
3	Senior Web Application Analyst Optional renewal year 2	2288.00000	HOURL	\$91.56	\$209,478.30

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
Senior Web Application Analyst Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
4	Senior Web Application Analyst Optional renewal year 3	2288.00000	HOURL	\$93.39	\$213,667.86

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Web Application Analyst Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
5	Web Application Analyst	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Web Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
6	Web Application Analyst Optional renewal year 1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Web Application Analyst Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
7	Web Application Analyst Optional renewal year 2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Web Application Analyst Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
8	Web Application Analyst Optional renewal year 3	2288.00000	hour	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Web Application Analyst Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
9	Senior Mainframe Application Analyst	2288.00000	hour	\$85.00	\$194,480.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Mainframe Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
10	Senior Mainframe Application Analyst Optional renewal yr 1	2288.00000	HOURL	\$86.70	\$198,369.90

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Mainframe Application Analyst Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
11	Senior Mainframe Application Analyst Optional renewal yr 2	2288.00000	HOURL	\$88.43	\$202,336.99

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Mainframe Application Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
12	Senior Mainframe Application Analyst Optional renewal yr 3	2288.00000	HOURL	\$90.20	\$206,383.73

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Mainframe Application Analyst Optional renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
13	Mainframe Application Analyst	2288.00000	HOURL	\$72.00	\$164,736.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Mainframe Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
14	Mainframe Application Analyst Optional renewal year 1	2288.00000	HOURL	\$73.44	\$168,030.72

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Mainframe Application Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
15	Mainframe Application Analyst Optional renewal year 2	2288.00000	HOURL	\$74.91	\$171,391.33

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Mainframe Application Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
16	Mainframe Application Analyst Optional renewal year 3	2288.00000	HOURL	\$76.41	\$174,819.16

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Mainframe Application Analyst Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
17	Senior CRM Application Analyst	2288.00000	HOURL	\$88.00	\$201,344.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior CRM Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
18	Senior CRM Application Analyst Optional renewal year 1	2288.00000	HOUR	\$89.76	\$205,370.88

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior CRM Application Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
19	Senior CRM Application Analyst Optional renewal year 2	2288.00000	HOUR	\$91.56	\$209,478.30

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior CRM Application Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
20	Senior CRM Application Analyst Optional renewal year 3	2288.00000	HOUR	\$93.39	\$213,667.86

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior CRM Application Analyst Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
21	CRM Application Analyst	2288.00000	HOUR	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

CRM Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
22	CRM Application Analyst Optional renewal year 1	2288.00000	HOUR	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

CRM Application Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
23	CRM Application Analyst Optional renewal year 2	2288.00000	HOUR	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

CRM Application Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
24	CRM Application Analyst Optional renewal year 3	2288.00000	HOUR	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

CRM Application Analyst Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
25	Senior SharePoint Application Analyst	2288.00000	HOUR	\$90.00	\$205,920.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SharePoint Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
26	Senior SharePoint Application Analyst Opt Ren Year 1	2288.00000	HOUR	\$91.80	\$210,038.40

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SharePoint Application Analyst Opt Ren Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
27	Senior SharePoint Application Analyst Opt Ren Year 2	2288.00000	HOUR	\$93.64	\$214,239.17

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SharePoint Application Analyst Opt Ren Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
28	Senior SharePoint Application Analyst Opt Ren Year 3	2288.00000	HOUR	\$95.51	\$218,523.95

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SharePoint Application Analyst Opt Ren Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
29	SharePoint Application Analyst	2288.00000	HOUR	\$80.00	\$183,040.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SharePoint Application Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
30	SharePoint Application Analyst Optional Renewal Year 1	2288.00000	HOUR	\$81.60	\$186,700.80

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SharePoint Application Analyst Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
31	SharePoint Application Analyst Optional Renewal Year 2	2288.00000	HOUR	\$83.23	\$190,434.82

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SharePoint Application Analyst Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
32	SharePoint Application Analyst Optional Renewal Year 3	2288.00000	HOUR	\$84.90	\$194,243.51

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SharePoint Application Analyst Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
33	Senior Application Oracle Database Administrator	2288.00000	HOUR	\$85.00	\$194,480.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application Oracle Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
34	Senior Application Oracle Database Administrator Opt Ren Yr1	2288.00000	HOUR	\$86.70	\$198,369.60

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application Oracle Database Administrator Opt Ren Yr1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
35	Senior Application Oracle Database Administrator Opt Ren Yr2	2288.00000	HOUR	\$88.43	\$202,336.99

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application Oracle Database Administrator Opt Ren Yr2

INVOICE TO

HEALTH AND HUMAN RESOURCES
MANAGEMENT INFORMATION SERVICE
ONE DAVIS SQUARE, RM 211
CHARLESTON WV 25301
US

SHIP TO

HEALTH AND HUMAN RESOURCES
MANAGEMENT INFORMATION SERVICE
321 CAPITOL ST, STE 200
CHARLESTON WV 25301
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
36	Senior Application Oracle Database Administrator Opt Ren Yr3	2288.00000	HOUR	\$90.20	\$206,383.73

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application Oracle Database Administrator Opt Ren Yr3

INVOICE TO

HEALTH AND HUMAN RESOURCES
MANAGEMENT INFORMATION SERVICE
ONE DAVIS SQUARE, RM 211
CHARLESTON WV 25301
US

SHIP TO

HEALTH AND HUMAN RESOURCES
MANAGEMENT INFORMATION SERVICE
321 CAPITOL ST, STE 200
CHARLESTON WV 25301
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
37	Application Oracle Database Administrator	2288.00000	HOUR	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Application Oracle Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
38	Application Oracle Database Administrator Opt Ren Yr1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Application Oracle Database Administrator Opt Ren Yr1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
39	Application Oracle Database Administrator Opt Ren Yr2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Application Oracle Database Administrator Opt Ren Yr2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
40	Application Oracle Database Administrator Opt Ren Yr3	2288.00000	HOURL	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Application Oracle Database Administrator Opt Ren Yr3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
41	Senior Application DB2 Database Administrator	2288.00000	HOURL	\$85.00	\$194,480.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application DB2 Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
42	Senior Application DB2 Database Administrator Opt Ren Yr 1	2288.00000	HOUR	\$86.70	\$198,369.60

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application DB2 Database Administrator Opt Ren Yr 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
43	Senior Application DB2 Database Administrator Opt Ren Yr 2	2288.00000	HOUR	\$88.43	\$202,336.99

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application DB2 Database Administrator Opt Ren Yr

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
44	Senior Application DB2 Database Administrator Opt Ren Yr 3	2288.00000	HOURL	\$90.20	\$206,383.73

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior Application DB2 Database Administrator Opt Ren Yr 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
45	Application DB2 Database Administrator	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Application DB2 Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
46	Application DB2 Database Administrator Opt Ren Yr1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Application DB2 Database Administrator Opt Ren Yr1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
47	Application DB2 Database Administrator Opt Ren Yr2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
 Application DB2 Database Administrator Opt Ren Yr2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
48	Application DB2 Database Administrator Opt Ren Yr3	2288.00000	HOURL	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Application DB2 Database Administrator Opt Ren Yr3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
49	Senior SQL Server Database Administrator	2288.00000	HOURL	\$85.00	\$194,480.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SQL Server Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
50	Senior SQL Server Database Administrator Optional Ren Yr1	2288.00000	HOURL	\$86.70	\$198,369.60

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SQL Server Database Administrator Optional Ren Yr1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
51	Senior SQL Server Database Administrator Optional Ren Yr2	2288.00000	HOURL	\$88.43	\$202,336.99

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SQL Server Database Administrator Optional Ren Yr2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
52	Senior SQL Server Database Administrator Optional Ren Yr3	2288.00000	HOURL	\$90.20	\$206,383.73

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior SQL Server Database Administrator Optional Ren Yr3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
53	SQL Server Database Administrator	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SQL Server Database Administrator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
54	SQL Server Database Administrator Opt Ren Yr1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SQL Server Database Administrator Opt Ren Yr1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
55	SQL Server Database Administrator Opt Ren Yr2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SQL Server Database Administrator Opt Ren Yr2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
56	SQL Server Database Administrator Opt Ren Yr3	2288.00000	HOURL	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

SQL Server Database Administrator Opt Ren Yr3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
57	Senior COGNOS Analyst	2288.00000	HOURL	\$85.00	\$194,480.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior COGNOS Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
58	Senior COGNOS Analyst Optional Renewal Yr 1	2288.00000	2288.00000	86.70	\$198,369.60

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior COGNOS Analyst Optional Renewal Yr 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
59	Senior COGNOS Analyst Optional Renewal Yr 2	2288.00000	2288.00000	88.43	\$202,336.99

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior COGNOS Analyst Optional Renewal Yr 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
60	Senior COGNOS Analyst Optional Renewal Yr 3	2288.00000	HR	\$90.20	\$206,383.73

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Senior COGNOS Analyst Optional Renewal Yr 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
61	COGNOS Analyst	2288.00000	HR	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

COGNOS Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
62	COGNOS Analyst Optional Renewal Year 1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

COGNOS Analyst Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
63	COGNOS Analyst Optional Renewal Year 2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

COGNOS Analyst Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
64	COGNOS Analyst Optional Renewal Year 3	2288.00000	HOURL	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

COGNOS Analyst Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
65	Software Test Analyst	2288.00000	HOURL	\$60.00	\$137,280.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Software Test Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
66	Software Test Analyst Optional Year 1	2288.00000	HOURL	\$61.20	\$140,025.60

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Software Test Analyst Optional Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
67	Software Test Analyst Optional Year 2	2288.00000	HOURL	\$62.42	\$142,826.11

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Software Test Analyst Optional Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
68	Software Test Analyst Optional Year 3	2288.00000	HOURL	\$63.67	\$145,682.63

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Software Test Analyst Optional Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
69	Help Desk Analyst	2288.00000	HOURL	\$55.00	\$125,840.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Help Desk Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
70	Help Desk Analyst Optional renewal year 1	2288.00000	HOURL	\$56.10	\$128,356.80

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Help Desk Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
71	Help Desk Analyst Optional renewal year 2	2288.00000	HOURL	\$57.22	\$130,923.94

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Help Desk Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
72	Help Desk Analyst Optional renewal year 3	2288.00000	HOURL	\$58.37	\$133,542.41

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Help Desk Analyst Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
73	Business Analyst	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Business Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
74	Business Analyst Optional Renewal Year 1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Business Analyst Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
75	Business Analyst Optional Renewal Year 2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Business Analyst Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
76	Business Analyst Optional Renewal Year 3	2288.00000	HOURL	\$79.59	\$182,10.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Business Analyst Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
77	Technical Writer	2288.00000	HOURL	\$45.00	\$102,960.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Technical Writer

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
78	Technical Writer Optional Renewal Year 1	2288.00000	HOURL	\$45.90	\$105,019.20

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Technical Writer Optional Renewal Year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
79	Technical Writer Optional Renewal Year 2	2288.00000	HOURL	\$46.82	\$107,119.58

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Technical Writer Optional Renewal Year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
80	Technical Writer Optional Renewal Year 3	2288.00000	HOURL	\$47.75	\$109,261.98

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Technical Writer Optional Renewal Year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
81	Information Systems Assistant	2288.00000	HOURL	\$50.00	\$114,400.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Information Systems Assistant

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
82	Information Systems Assistant Optional renewal year 1	2288.00000	HOURL	\$51.00	\$116,688.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Information Systems Assistant Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
83	Information Systems Assistant Optional renewal year 2	2288.00000	HOURL	\$52.02	\$119,021.76

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Information Systems Assistant Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
84	Information Systems Assistant Optional renewal year 3	2288.00000	HOURL	\$53.06	\$121,402.20

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Information Systems Assistant Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
85	Imaging Operator	2288.00000	HOURL	\$48.00	\$109,824.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Imaging Operator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
86	Imaging Operator Optional renewal year 1	2288.00000	HOURL	\$48.96	\$112,020.48

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Imaging Operator Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
87	Imaging Operator Optional renewal year 2	2288.00000	HOURL	\$49.94	\$114,260.89

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Imaging Operator Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
88	Imaging Operator Optional renewal year 3	2288.00000	HOURL	\$50.94	\$116,546.11

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Imaging Operator Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
89	Programmer Analyst	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Programmer Analyst

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
90	Programmer Analyst Optional renewal year 1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Programmer Analyst Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
91	Programmer Analyst Optional renewal year 2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Programmer Analyst Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
92	Programmer Analyst Optional renewal year 3	2288.00000	HOURL	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Programmer Analyst Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
93	Systems Programmer	2288.00000	HOURL	\$75.00	\$171,600.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Systems Programmer

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
94	Systems Programmer Optional renewal year 1	2288.00000	HOURL	\$76.50	\$175,032.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Systems Programmer Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
95	Systems Programmer Optional renewal year 2	2288.00000	HOURL	\$78.03	\$178,532.64

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Systems Programmer Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
96	Systems Programmer Optional renewal year 3	2288.00000	HOUR	\$79.59	\$182,103.29

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
Systems Programmer Optional renewal year 3

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
97	Computer Operator	2288.00000	HOUR	\$50.00	\$114,400.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:
Computer Operator

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
98	Computer Operator Optional renewal year 1	2288.00000	HOURL	\$51.00	\$116,688.00

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Computer Operator Optional renewal year 1

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
99	Computer Operator Optional renewal year 2	2288.00000	HOURL	\$52.02	\$119,021.76

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Computer Operator Optional renewal year 2

INVOICE TO	SHIP TO
HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE ONE DAVIS SQUARE, RM 211 CHARLESTON WV 25301 US	HEALTH AND HUMAN RESOURCES MANAGEMENT INFORMATION SERVICE 321 CAPITOL ST, STE 200 CHARLESTON WV 25301 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
100	Computer Operator Optional renewal year 3	2288.00000	HOURL	\$53.06	\$121,402.20

Comm Code	Manufacturer	Specification	Model #
80111608			

Extended Description:

Computer Operator Optional renewal year 3

SCHEDULE OF EVENTS

Line	Event	Event Date
1	VENDOR QUESTION DEADLINE	2020-09-10

From: Kranti Ponnam

Fax: 18582256834

To:

Fax: (304) 558-3970

Page: 199 of 203 09/18/2020 8:48 AM

	Document Phase	Document Description	Page 53
MIS2100000002	Final	TEMPORARY IT STAFFING FOR WVDHHR/OMIS	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

West Virginia Ethics Commission Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Name of Contracting Business Entity: SoftHQ, Inc. Address: 6494 Weathers Place Suite 200
San Diego CA 92121

Name of Authorized Agent: Kranti Ponnam Address: _____

Contract Number: CRFQ - 0511 - MIS2100000002 Contract Description: Temporary IT Staffing for WV DHHR / OMIS

Governmental agency awarding contract: State of West Virginia - Department of Administration

☐ Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (*attach additional pages if necessary*):

1. Subcontractors or other entities performing work or service under the Contract

☒ Check here if none, otherwise list entity/individual names below.

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

☒ Check here if none, otherwise list entity/individual names below.

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

☒ Check here if none, otherwise list entity/individual names below.

Signature:  Date Signed: 09/14/2020

Notary Verification

State of California, County of San Diego:

I, Kranti Ponnam, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 14th day of September, 2020.

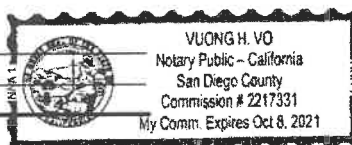

Notary Public's Signature

To be completed by State Agency:

Date Received by State Agency: _____

Date submitted to Ethics Commission: _____

Governmental agency submitting Disclosure: _____



Revised June 8, 2018

STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(j), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

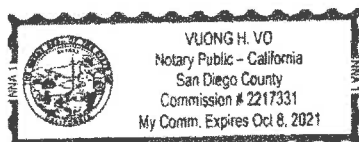
"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: SoftHQ, Inc.Authorized Signature: [Signature]Date: 09/14/2020State of CaliforniaCounty of San Diego, to-wit:Taken, subscribed, and sworn to before me this 14 day of Septemeber, 2020.

My Commission expires _____, 20____.

AFFIX SEAL HERE



NOTARY PUBLIC

[Signature]

Purchasing Affidavit (Revised 01/19/2018)

SOLICITATION NUMBER: CRFQ MIS2100000002

Addendum Number: 3

The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☒ Modify bid opening date and time
- ☐ Modify specifications of product or service being sought
- ☐ Attachment of vendor questions and responses
- ☐ Attachment of pre-bid sign-in sheet
- ☐ Correction of error
- ☐ Other

Description of Modification to Solicitation:

1. To extend bid opening to September 18, 2020 at 1:30 PM

Due to system wide issues in WVOasis, the bid opening has been extended one day in order to give vendors the ability to respond by alternate methods as described in Section 6 of the Instructions to Vendors Submitting Bids.

If experiencing error when downloading documents, please contact the Oasis helpdesk for technical assistance

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: MIS2100000003

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 checked="" 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.

SoftHQ, Inc.

Company



Authorized Signature

09/17/2020

Date

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

Revised 6/8/2012